

Branding Strategy and Marking Plan
Frontier Health Markets: Engage
Cooperative Agreement Number: 7200AA21CA00027
Effective Dates: September 27, 2021 – September 26, 2026
Version 4, April 26, 2022

This document presents the branding strategy and marking plan for the Frontier Health Markets: Engage (FHM Engage) global technical assistance program. The purpose of the branding strategy and marking plan is to describe how FHM Engage implementing partners and subrecipients will: (1) incorporate the message, “made possible by the generous support of the American People,” throughout the program’s communications as required by 22 C.F.R. 226.91, and (2) comply with governing U.S. Government (USG) and USAID regulations, policies, and guidelines for branding and marking, most notably ADS 320, ADS 557, AAPD 05-11, and the [USAID Graphic Standards Manual and Partner Co-Branding Guide](#).

I. Background Information

The Branding Strategy and Marking Plan are designed to support to following objectives:

- *Convey USAID support in a manner consistent with USAID branding requirements (ADS 320).* The program team works with the Agreement Officer Representative (AOR) and the communications representative in the Office of Population and Reproductive Health (PRH) to ensure that all FHM Engage communications are consistent with USAID branding guidelines, as articulated in ADS 320.
- *Increase the visibility of USAID support for private sector engagement (PSE) in health.* The program team participates in and supports existing and emerging initiatives and/or forums that advocate for and generate political will and action toward improving PSE in health to strengthen the functioning of local health markets. This involves collaborating with international organizations, donors and implementing partners, and other entities directly or indirectly to facilitate strategic engagement with a wide range of private sector actors, as well as supporting the development and dissemination of reports, research, and other tools to support the improvement of local health markets.
- *Establish a program identity.* FHM Engage is implemented by a consortium of organizations. However, during program implementation, consortium members and their staff will identify first as FHM Engage rather than by their institutional affiliations. In future versions of the Branding Strategy and Marking Plan, the program will include an updated program name and wordmark to define its identity.

Pursuant to 22 CFR 226.91, which states “As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.” The marking requirements outlined in this document flow down to all subrecipients of subawards under FHM Engage, and all subawards will include a USAID-approved marking provision. Key definitions for program branding and marking include the following:

USAID identity. USAID Identity means the official marking for the Agency, comprised of the USAID logo and brand mark, which clearly communicates that the program’s assistance is from the American people.

The USAID Identity is available on the USAID website and is provided without royalty, license, or other fee to recipients of USAID-funded grants or cooperative agreements or other assistance awards or sub awards.

Program materials. Program materials include the assistance set forth at 22 CFR 226.91 (b) – (e). Program materials do not include commodities the recipient or subrecipient procures for their own use in administering the USAID-funded program.

USAID Principal Officers, defined in 22 CFR 226.2, may at any time waive in whole or in part this USAID approved Branding Strategy and Marking Plan. The marking plan will be reviewed for adequacy, negotiated, and included in the final award by USAID.

II. Branding Strategy

A. Positioning

Program name. The full name of the program is “Frontier Health Markets: Engage” and FHM Engage may be used in parenthesis after first mention and thereafter. We will proactively acknowledge USAID support throughout the life of this activity by stating in relevant correspondence and written and verbal communications that the activity has been “made possible by the generous support of the American People.”

Program wordmark . The FHM Engage team has established the wordmark pictured below



Please see the FHM Engage wordmark artboard attached as **Annex 1**.

Program tagline. The tagline “Healthy markets for healthy people” will be used to succinctly describe the program’s mission on FHM Engage materials and communications products.

Visibility. All materials and communications products will be produced in accordance with guidance provided in ADS Chapter 320 and the [USAID Graphic Standards Manual and Partner Co-Branding Guide](#). Pursuant to ADS 320.3.4.3 the USAID identity and program wordmark will be visible with “equal size and prominence” on program materials produced for program purposes.

B. Program Communications and Publicity

The program team will work closely with USAID’s PRH to ensure that accurate and effective information is developed and disseminated to publicize the program’s accomplishments and share best practices and

lessons learned. The program will also work closely with offices in the Global Health Bureau, including but not limited to Maternal and Child Health and Health Systems, and USAID missions to ensure that accurate and effective information is developed and disseminated to the appropriate audiences and stakeholders. Below we describe the audiences for program communications and discuss in brief the tools we have selected to promote the program to stakeholders.

Primary audience. The primary audiences of FHM Engage are in-country recipients of program technical assistance and USAID missions. The range of potential in-country recipients of program technical assistance is wide and includes actors working in public health and in the public sector at all levels of governance, such as ministry of health officials, facility administrators, and health workers, as well as civil society and the private sector. Potential in-country recipients of program technical assistance also include actors that influence the health sector, such as officials in ministries of education, finance, and labor, and academic institutions.

Secondary audience(s). USAID/Washington, USG agencies, local governments of the countries in which we work, other private sector groups, the American public, and local, regional, and international press and media outlets.

Communications and program materials. As part of the Year 1 work plan, the program team is developing a comprehensive communications strategy, which it reviews and revises as needed. The following communications mechanisms and materials will be developed and used to share information about the program to stakeholders (more information can be found in the communications strategy):

- Program summary: A one-page branded program summary.
- Success stories: To facilitate general understanding of the program by USAID internal audiences as well as the public, success stories are generated and provided to USAID/Washington and field missions and USG interagency colleagues as requested.
- PowerPoint Presentations: In cases where FHM Engage program staff make PowerPoint presentations, those presentations are appropriately branded.
- Website: The FHM Engage team will develop and regularly update a website that serves as a repository of information about the program, including its approaches, tools, and successes.
- Social media channels: The FHM Engage team will maintain accounts on Twitter and Facebook as a means for sharing program news and tools and connecting with stakeholders, and promoting program learning events, such as webinars.

Materials will be translated into other languages if, and when, appropriate or requested.

Program messages. Program materials will emphasize the following key message:

- This program is a partnership that strives to facilitate private sector engagement (PSE) in health to strengthen the functioning of local health markets.

The FHM Engage team will take advantage of all occasions to publicize the program and convey that this assistance is from the American people. Working with USAID Principal Officers, defined in 22 CFR 226.2, who may require preproduction review, the program will provide information for the development of press releases to mark major program milestones.

C. Acknowledgements

Where applicable, the program may co-brand activities with other donor identities or logos. In these cases, USAID’s logo should be displayed at visually equal size and prominence as each of the other partners’ logos. To show partnership with the host government, where applicable, a host country symbol or ministry logo may be added. Minimum clear space on all sides of the USAID and partner logos is equal to the width of the “US” in the USAID type mark.

III. Marking Plan

We have developed the following marking plan following USAID's policy as outlined in the AAPD 05- 11 *Marking Under Assistance Agreements*. The program will use an FHM Engage identity instead of the Chemonics logo on program materials. All public communications will include the following disclaimer:

“This study/report/audio/visual/other information/ media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of cooperative agreement no. 7200AA21CA00027 (2021-2026). The contents are the responsibility of Chemonics International and do not necessarily reflect the views of USAID or the United States Government.”

A. Description of Public Communications, Commodities, and Program Materials Produced

- *Stickers, labels, and decals.* Given the nature of the technical assistance required as detailed in our technical proposal, Chemonics will be sure to mark all equipment purchased and financed exclusively by USAID with stickers, labels, or decals that contain the USAID identity. Equipment will be marked with the following identity:



- *Deliverables.* All program materials, including work plans, monitoring and evaluation plans, and progress reports will be marked according to the [USAID Graphic Standards Manual and Partner Co-Branding Guide](#).
- *Training Events.* All training events will be co-marked with the appropriate cooperating partner logos as specified in ADS 320.3.4.3.

The table below provides a full list of the program materials to be marked with the USAID or cooperating partner identity.

Items to be Marked with the USAID Identity	Location	When	Exclusive Marking	Co-Marking ¹
Program Materials²				
Technical reports, studies, reports, work plans, monitoring and evaluation plans, and communications products.	USAID identity top left corner of equal size and prominence as partners logos.	At time of activity		X
Events financed by the program, such as training courses, workshops, and other public activities, as well as the materials associated with these events.	USAID identity top left corner of equal size and prominence as partners logos.	At time of activity		X
Activity sites, commodities, or supplies (including export packaging).	USAID identity top left corner of equal size and prominence as partners logos.	At time of activity		X

Items NOT Marked with the USAID Identity	
Item	Rationale for Not Marking

¹ With the FHM Engage wordmark . When activities are jointly funded, co-marking with that donor will be applied as stipulated in ADS 320.3.4.2 (b).

² Pursuant to Provision M.13 of the referenced cooperative agreement, the program must provide the Agreement Officer’s Representative with two copies of all program and communications materials.

Host government policy or other strategic documents developed with support from FHM Engage technical assistance ³	Policies and strategies produced belong to the host government; USAID marking is inappropriate in these cases.
Expendable Supplies	ADS 320.3.2.5 (e) Impractical, such as items too small or otherwise unsuited for individual marking.
Administrative materials, including business cards and stationery ⁴	Recipients of USAID cooperative agreements must prohibit employees from claiming the status of or being perceived as a USAID employee or member of the USG or diplomatic mission.

All costs associated with branding and marking USAID programs, such as the aforementioned public communications, commodities, program materials, and other items, are included in the budget portion of this award.

B. Presumptive Exceptions

In certain specific cases, outlined in the 2020 [USAID Graphic Standards Manual and Partner Co-Branding Guide](#) (section 6.2, page 56), an exception to marking requirements may be granted by the Agreement Officer (AO) – in consultation with the Principal Officer, RO, GC/RLO, DOCs at Missions or Bureau/Office Communications Officers for USAID/W managed activities. For instance, if marking of specifically identified contract deliverables would:

- Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program or materials.
- Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent.
- Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys, audits, PSAs, or other communications better positioned as “by” or “from” a cooperating country ministry, organization, or government official.
- Impair the functionality of an item.
- Incur inordinate costs or be impractical, such as items that are too small or otherwise unsuited for individual marking.
- Offend local cultural or social norms, or otherwise be considered inappropriate.
- Conflict with international law, such as the internationally recognized neutrality of the International Red Cross (IRC) or other organizations.
- Deter achievement of program goals, such as cooperating with other donors or ensuring repayment of loans.

Additional exceptions may be requested in writing to the AO.

³ The FHM Engage team encourages acknowledgement of USAID contributions toward development of these materials as contextually appropriate.

⁴ These items may be marked with the FHM Engage identity.

Program Templates

To present a unified brand, the FHM Engage team plans to develop a suite of templates for program materials. All externally facing materials produced by the program, including those funded through mission support, must use the forthcoming templates. These templates will be created and shared in future versions. Please reach out to FHM Engage Senior Communications Specialist _____ for more information.

Annex 1: FHM Engage wordmark artboard

