



# FEED <sup>THE</sup> FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## Feed the Future Ghana Trade and Investment Activity

Communications and Outreach Plan



**USAID** | **GHANA**  
FROM THE AMERICAN PEOPLE

# Feed the Future Ghana Trade and Investment Activity

## Communications and Outreach Plan

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# Acronyms and Abbreviations

|        |                                                                    |
|--------|--------------------------------------------------------------------|
| ACA    | Africa Cashew Alliance                                             |
| AfCTA  | African Continental Free Trade Area                                |
| ADS    | Automated Directives System                                        |
| AGI    | Association of Ghana Industries                                    |
| BDS    | Business Development Services                                      |
| BIAT   | Boosting Intra-African Trade                                       |
| CAMFED | Campaign for Female Education                                      |
| CO     | Contracting Officer                                                |
| COR    | Contracting Officer's Representative                               |
| DAES   | Directorate of Agricultural Extension Services                     |
| DFC    | Development Finance Corporation                                    |
| DFID   | Department for International Development                           |
| DOC    | Development Outreach and Communications                            |
| E4D    | Employment and Skills for Development in Africa                    |
| FAGE   | Federation of Associations of Ghanaian Exporters                   |
| FDA    | Food and Drugs Authority (Ghana)                                   |
| GAWE   | Ghana Association of Women Entrepreneurs                           |
| GEPA   | Ghana Export Promotion Authority                                   |
| GFD    | Ghana Federation of Disability Organizations                       |
| GIPC   | Ghana Investment Promotion Council                                 |
| GIRSAL | Ghana Incentive-Based Risk-Sharing System for Agricultural Lending |
| GNCCI  | Ghana National Chamber of Commerce & Industry                      |
| GOG    | Government of Ghana                                                |
| GSA    | Ghana Standards Authority                                          |
| GSA    | Global Shea Alliance                                               |
| GTI    | Ghana Trade and Investment Activity                                |
| ICUMS  | Integrated Customs Management System                               |
| IPT    | Interactive Popular Theater                                        |
| JET    | Jobs and Economic Transformation (JET)                             |
| MDA    | Market Development Assistance                                      |
| MFA    | Mobilizing Finance in Agriculture                                  |

|        |                                                         |
|--------|---------------------------------------------------------|
| MOFA   | Ministry of Food and Agriculture                        |
| MOTI   | Ministry of Trade and Industry                          |
| MSR    | Market Systems and Resilience Activity                  |
| NBSSI  | National Board for Small Scale Industries               |
| NEIP   | National Entrepreneurship and Innovation Programme      |
| NSC    | National Steering Committee                             |
| NTFC   | National Trade Facilitation Committee                   |
| PI     | Portfolios for Impact                                   |
| PPRSD  | Plant Protection and Regulatory Services Directorate    |
| REP    | Rural Enterprises Program                               |
| SME    | Small Medium Enterprise                                 |
| SMS    | Short Message Service                                   |
| SPS    | Sanitary and Phytosanitary                              |
| USAID  | United States Agency for International Development      |
| USG    | United States Government                                |
| VC     | Value Chain                                             |
| VEPEAG | Vegetables Producers and Exporters Association of Ghana |
| WATIH  | West Africa Trade and Investment Hub                    |
| WIAD   | Women in Agricultural Development                       |

# I. Introduction

The Feed the Future Ghana Trade and Investment (GTI) Activity is a USAID-funded initiative designed to increase economic growth and prosperity for the citizens of Ghana with strategic agricultural interventions. Specifically, GTI seeks to improve the enabling environment for Ghana's economic growth by:

1. facilitating growth in export-oriented trade;
2. improving and developing product standards;
3. catalyzing investments in private enterprises related to high-value commercial crops;
4. promoting job creation, particularly among women and youth;
5. promoting economic diversification; and
6. increasing foreign exchange revenues from high-value export crops.

The Feed the Future Ghana Trade and Investment Activity supports Ghana's economic growth by driving sustainable and inclusive economic growth and building the country's self-reliance by strengthening the ability of the Government of Ghana (GOG) to plan and implement its own economic development solutions. GTI will facilitate investing in firms that trade goods across borders, spur innovation, and build the capacity of the entire trade sector.

In order to achieve the goals listed above, the Feed the Future Ghana Trade and Investment Activity requires a robust Communications and Outreach Plan that will keep all stakeholders well-informed of and aligned with project goals and progress, ensure a positive reception for the project by beneficiaries and the public at large, and raise awareness of the success of Feed the Future's economic growth efforts in Ghana through USAID.

## Communications Objectives

“Development is about change, and change cannot occur without communication.”<sup>1</sup>

The following are the strategic communications objectives of the Feed the Future Ghana Trade and Investment Activity:

- Ensure that USAID and other internal stakeholders receive appropriate and timely information on efforts, progress, and successes undertaken by GTI;
- Inform a wide audience about USAID's technical assistance and capacity building efforts through the Feed the Future Ghana Trade and Investment Activity as they relate to global trade and export-oriented growth;
- Bring positive attention to the efforts of the United States Government to improve the enabling environment for Ghana's economic growth through agriculture and underscore the fact that the assistance is a gift from the American people; and
- Support the individual technical activities of the Feed the Future Ghana Trade and Investment Activity with appropriate communications resources and initiatives.

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<sup>1</sup> Paul Mitchell, Development Communications Manager, The World Bank, cited at the 9th UN Round-table on Communication for Development, Rome, September 2005, Development Communications Sourcebook, 2008, Paolo Mefalopulos, p. 14.

## 2. Target Audiences

Understanding the different audiences for GTI's efforts and successes is crucial to effective implementation of the activity. Each audience segment requires targeted information, customized engagement, and nuanced messaging for maximum impact. The primary audience for GTI's communications efforts includes the Government of Ghana agencies and employees; Ghana's private sector including beneficiary SMEs; the international private sector; institutional beneficiaries such as educational institutions, think tanks and business associations; organizations engaged with representing and supporting women, youth, and persons with disabilities; national and international media; and Ghanaian citizens.

The secondary audience for the communications outputs under this contract include other international organizations supporting activities in economic growth and agriculture such as bilateral donors, international multilateral organizations, and other U.S. Government agencies. Engagement with these audiences is designed to harmonize activities and enhance cooperation in areas of mutual interest.

The following is a breakdown of these target audiences:

### Primary Audiences

#### Government of Ghana Partners

- Ministry of Food and Agriculture (MOFA)
- Ministry of Trade and Industry (MOTI)
- Boosting Intra-African Trade (BIAT) and BIAT's National Steering Committee (NSC)
- Directorate of Agricultural Extension Services (DAES)
- Ghana Food and Drugs Authority (FDA)
- Ghana Export Promotion Authority (GEPA)
- Ghana Standards Authority (GSA)
- National Entrepreneurship and Innovation Programme (NEIP)
- National Trade Facilitation Committee (NTFC)
- Plant Protection and Regulatory Services Directorate (PPRSD)
- Planting for Food and Jobs
- Rural Enterprises Program (REP)
- Women in Agricultural Development (WIAD)
- Other relevant GOG entities

#### Associations, Non-Governmental Organizations, and Private Sector Partners

- Africa Cashew Alliance (ACA)
- Association of Ghana Industries (AGI)
- BDS Providers and Programs
- Beneficiary and Partner SMEs
- Borderless Alliance
- Campaign for Female Education (CAMFED)
- Federation of Associations of Ghanaian Exporters (FAGE)
- Financial Service Providers
- Ghana Association of Women Entrepreneurs (GAWE)
- Ghana National Chamber of Commerce & Industry (GNCCI)
- Ghana Disability Rights Advocacy Fund

- Ghana Enterprises Agency (Formerly NBSSI)
- Ghana Export-Import Bank
- Ghana Federation of Disability Organizations (GFD)
- Ghana Investment Promotion Council (GIPC)
- Ghanaian-based Anchor Firms
- Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSAL)
- Global Shea Alliance (GSA)
- Impact Hub
- Inclusion Ghana
- Local market buyers/retailers e.g., Shoprite and MaxMart
- Kumasi Hive
- Vegetables Producers and Exporters Association of Ghana (VEPEAG)

### Media and the Public

- Citizens of Ghana including especially youth, women, and persons with disabilities
- Ghanaian Diaspora
- International audiences with interest in development
- National Journalists and Media Houses in Ghana
- U.S. or internationally-based media interested in economic issues and development in Ghana

### Secondary Audiences

- USAID/Ghana
- USAID/Washington
- USAID West Africa Regional Mission
- United States Embassy to Ghana including especially POL/ECON and Public Affairs Sections
- USAID/Ghana's Market Systems and Resilience Activity (MSR)
- USAID/Ghana's Mobilizing Finance in Agriculture (MFA)
- USAID West Africa Trade and Investment Hub (WATIH)
- USG agencies with interest/engagement in economic growth and agriculture in Ghana including U.S. Departments of Agriculture, Commerce, Interior, Treasury and State, and Office of the U.S. Trade Representative
- Millennium Challenge Corporation
- Overseas Private Investment Corporation
- U.S. African Development Foundation
- U.S. International Development Finance Corporation (DFC) and DFC's Portfolios for Impact (PI)
- DFID's Jobs and Economic Transformation (JET)
- GIZ's Employment and Skills for Development in Africa (E4D)
- HortiFresh West Africa
- Mastercard Foundation's Young Africa Works



# 3. Key Messages

## General Messaging

The core message for the project is that efforts to improve the enabling environment for Ghana’s economic growth through improved agriculture and trade will result in an environment of improved prosperity in which its citizens may thrive, and that this assistance is a gift from the American people through the U.S. Government’s Feed the Future initiative. In short, the Feed the Future Ghana Trade and Investment Activity seeks to support the people of Ghana to improve their economic prosperity, equity, and efficiency.

To communicate the overall purpose and goals of the project while avoiding the development of a separate, strong project identity detached from its USG foundation, we will incorporate the phrase “Creating economic opportunities” into broader messaging efforts. As a USAID activity on behalf of the American people, the project will be:

- Creating economic opportunities through agriculture, trade, and investment
- Creating economic opportunities for a prosperous Ghana

## Audience Specific Messaging

Drawing upon the project’s core messaging, customized messaging will be developed and disseminated for individual audience segments. Specific messages are summarized in the table below and will be revisited frequently for continuous adaptation and updating as needed.

Table 1: Audience-Specific Messaging

| Audiences / Stakeholders                                                                                                         | Targeted Message                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>USAID/USG</i>                                                                                                                 | <ul style="list-style-type: none"> <li>- Timely and relevant updates on project interventions to demonstrate value and effectiveness of GTI and ensure maximum coordination with other USG activities</li> </ul>                                                                                                                                                                                                                                                                                     |
| <i>National Government Institutions</i><br>⇒ <i>Ministries</i><br>⇒ <i>Regulatory Authorities</i><br>⇒ <i>Technical Agencies</i> | <ul style="list-style-type: none"> <li>- Opportunities to improve the business of government</li> <li>- Opportunities to support private sector growth</li> <li>- Opportunities to strengthen quality systems for commercial agriculture</li> <li>- Opportunities to reduce the time, cost and uncertainty of trade</li> <li>- Opportunities to create employment and livelihood opportunities for Ghanaians</li> <li>- Opportunities to increase food security and strengthen resilience</li> </ul> |
| <i>Representative Institutions / Business Associations</i>                                                                       | <ul style="list-style-type: none"> <li>- Opportunities to strengthen collaboration among members and other key stakeholders</li> <li>- Opportunities to advocate for targeted reforms</li> <li>- Opportunities to work more effectively with donor-funded initiatives</li> </ul>                                                                                                                                                                                                                     |
| <i>Lead Firms and SMEs in Value Chains</i>                                                                                       | <ul style="list-style-type: none"> <li>- Importance and cost effectiveness of quality standards systems and responsibility to the entire ecosystem to adhere to them</li> <li>- How to use technology and innovation to develop new market opportunities</li> <li>- How to assemble efficient production collectives and other forms of production systems</li> </ul>                                                                                                                                |

| <b>Audiences / Stakeholders</b>                                                            | <b>Targeted Message</b>                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Financial Institutions</i><br>⇒ <i>Banks</i><br>⇒ <i>Investors</i><br>⇒ <i>Advisory</i> | <ul style="list-style-type: none"> <li>- Opportunities to lend and invest profitably in markets and sectors that are underserved</li> <li>- Importance of collaboration in order to build robust and inclusive financial and capital markets</li> </ul>                                                                                                                                              |
| <i>Support Services / Business Services Providers</i>                                      | <ul style="list-style-type: none"> <li>- Opportunities to explore new profitable markets</li> <li>- Importance of collaboration to facilitate systemic competitiveness</li> </ul>                                                                                                                                                                                                                    |
| <i>Local Governments and Community Groups</i>                                              | <ul style="list-style-type: none"> <li>- Opportunities to improve livelihoods and livability of local communities and underserved populations</li> </ul>                                                                                                                                                                                                                                             |
| <i>Youth</i>                                                                               | <ul style="list-style-type: none"> <li>- Exciting economic opportunities in agriculture: farming can be a modern, profitable, and progressive livelihood</li> <li>- Economic opportunities to create economic independence</li> <li>- Enhanced economic ecosystem for entrepreneurs</li> </ul>                                                                                                       |
| <i>Women</i>                                                                               | <ul style="list-style-type: none"> <li>- Opportunities to empower women to be engines of development in their communities and country</li> <li>- Opportunities that respond to the specific and unique needs of women</li> <li>- Opportunities that enhance women’s empowerment and reduce gender gaps in the workforce</li> <li>- Economic opportunities to create economic independence</li> </ul> |
| <i>Disadvantaged Populations</i>                                                           | <ul style="list-style-type: none"> <li>- Opportunities for greater participation in the workforce and their communities</li> <li>- Opportunities for income generation and increased employment</li> </ul>                                                                                                                                                                                           |
| <i>General Public/Media</i>                                                                | <ul style="list-style-type: none"> <li>- The United States Government through Feed the Future and USAID aims to improve the lives of Ghanaian citizens by supporting agriculture, trade, and investment in Ghana as a gift from the American people</li> </ul>                                                                                                                                       |

## 4. Communications Activities

One danger faced by communications professionals is that a great number of activities, in development or elsewhere, can be classified as “communications.” For example, word-editing an email on behalf of a supervisor, arranging newspaper advertisements of job openings for recruitment of new staff, or making announcements about internal project happenings can all be classified on some level as communications. GTI will avoid the pitfall of over-extending its communications staff by being clear about roles and responsibilities and keeping staff focused on activities that will deliver significant impact for the project’s overall goals. To optimize the time and resources of communications staff, GTI has outlined three specific components through which staff will achieve the communications objectives of the activity, as well as a short list of immediate start-up activities.

### Start-Up Activities

The following are actions that will be undertaken with urgency by GTI in order to provide a firm foundation for all of the program’s future communications activities:

**Identify Communications Manager:** A skilled communications professional will be recruited and hired to lead GTI’s communications efforts and the implementation of the Communications and Outreach Plan. The Communications Manager will be familiar with local communications vendors including graphic design, digital media, public relations, event management, and other communications-related firms that will be needed to provide important resources to the project. The Communications Manager will have the ability to work closely with the project’s procurement team to help identify specific needs and requirements for qualified vendors in Accra and beyond to support the project’s significant technical communications needs.

**Create Initial Presentation Package:** A series of documents will be produced to introduce the project to all of its stakeholders, including local and national audiences. These include a correctly branded and high-quality project brochure, project overview slide deck, and one-page description.

**Create Initial Branding Package:** A series of branded project banners including wall and roll-up banners, project folders, and project window decals will be produced to bring immediate positive attention to the project in its initial stages and to be prominently displayed and disseminated during any in-person engagement opportunities.

**Develop Professional “Elevator Pitch”:** All project staff will be assisted to immediately develop and then continually refine their personal one-minute “elevator pitch” describing GTI’s overall purpose and their role in supporting it. The elevator pitch will be consistent across all staff by expressing the core messaging of the activity and will succinctly and memorably summarize GTI’s goals and objectives while eliminating acronyms, jargon, and overly technical or abstract language. The starting point for GTI staff’s elevator pitch to stakeholders will be similar to the following:

“We have been entrusted with \$25 million dollars from the American people to continue supporting Ghana in its efforts to make its agricultural sector even more competitive in international markets. We will focus on familiar challenges: these include making sure Ghana turns out consistently quality products and can lower the time and cost it takes firms to export their products. To be successful, I need your support and collaboration as we work with the private sector to strengthen their ability to compete.”

**Communications Training:** Targeted training will be provided to the Communications Manager and all project staff by experts proficient in USAID branding guidelines, event management, development

outreach communications strategy, social media, press management, photography, USG protocols, and other relevant communications areas to help achieve immediate and lasting communications success.

## Internal Communications

### Approach

This section is short by design. Care must be taken to prevent project communications staff from becoming bogged down by internal communications that are best left to management or operational staff such as Human Resources. Internal communications will be limited to the reporting mentioned below to keep USAID and internal stakeholders exceptionally informed while retaining sufficient human resource to maximize the positive outreach of the project to a wide audience in the form of external communications, which will be covered in the following section.

Internal Communications Deliverables include:

- Bi-Weekly Reports for USAID
- Quarterly and Annual Reports
- Success Stories (two per quarter)

Note: Success Stories are classified as an internal communications product because they are featured in the activity’s quarterly reports, but they may also function as an external communications product when reconstituted into posts for social media or disseminated physically or electronically to stakeholders.

### Making Your Story a Success

GTI’s Success Stories will communicate the achievements of the activity while highlighting the “human face” of development interventions and putting the focus on the beneficiary. Success Stories have specific requirements and must follow exact formatting outlined by USAID. The key to a good Success Story is taking big picture project data and sweeping interventions and turning them into a personal, relatable story that is touching and memorable. The story should include the “who, what, where, why, when, and how” of the intervention and show its specific impact on a beneficiary community using simple language and avoiding acronyms.

A good Success Story always includes:

- A vibrant and interesting photo
- Background/statistics that explain the big picture of the intervention without technical jargon
- A powerful quotation from a relevant person
- Evidence of measurable and meaningful impact on an individual or community



#### SUCCESS STORY Watering the Seeds of Success

**Benefits of irrigation project trickle down to small landholders**

Bhim Bahadur, a poor farmer in the rural Kaski district of Nepal, had given up hope that his life would ever improve. The yield from his small piece of land earned him so meager an income that he could not support his family of eight. His annual income amounted to just \$57.



Bahadur’s story is not uncommon. In fact, 80 percent of Nepalese are dependent on farming and forest products for their livelihoods. As population pressures grow, more families struggle to produce sufficient food. Already 40 percent of the population lives below the poverty line and suffers from “hungry seasons” and even severe droughts that can last for up to 3 months each year.

This family in Kaski, a mountainous region of central Nepal, benefited from a USAID program installing multi-use water systems. This system provides both safe drinking water and drip irrigation technology to water the family’s crops in an area where water is scarce.

In response, USAID is working to raise the income of small farmers through improved access to water and market development. The project’s goal is to increase annual household crop sales from an average \$60 to \$120 to over \$150. It is targeting 30,000 households across seven districts in western and mid-western regions of Nepal. To improve access to water, USAID helped small farmers in these districts install over 26,220 micro-irrigation systems in 2004 and 2005. In addition, USAID helped farmers form associations that bring member farmers important benefits, like access to bigger markets and help with farming technology. Currently the program is working with 1,512 farmers’ groups. With each group consisting of about 15-20 members, they represent the interests of 27,000 households.

**Each farming household that participated in USAID’s agriculture program sold at least \$100 in high-value crops, resulting in total sales of \$4.67 million.**

A case in point is Mr. Bhim Bahadur, who joined a USAID-assisted farming group in January 2005. He started growing cucumbers using drip irrigation technology installed on the group’s farmland. In a short time, he doubled his earnings, and even grew enough to bring some home to his family. His success encouraged him to install a drip irrigation system on his own land, which he is developing to grow tomatoes and vegetables.

With USAID’s support, Bhim Bahadur and other Nepalese farmers look forward to a more prosperous future for their families and a higher quality of life.

Telling Our Story  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://www.usaid.gov>

## External Communications (Outreach)

## Approach

The Feed the Future Ghana Trade and Investment Activity will hit the ground running to communicate its goals and objectives externally to the wide range of stakeholders outlined in the Target Audiences section of this Communications and Outreach Plan. For maximum positive outreach and to create a steady stream of good news for the donor, stakeholders, and the public at large to appreciate, the “Good News of the Month” approach will be followed as outlined here:

- Identify the most high-profile and likely success of the project on a monthly (or for Year I: quarterly) basis.
- Follow that initiative throughout the month/quarter by documenting its progress with photos, video, and transcribed quotes about the activity by key stakeholders, especially beneficiaries.
- Feature the “Good News” story in as many of the project’s communications vehicles as possible/appropriate, amplifying the content with cross-promotion on multiple platforms.
- GTI will avoid small, scattered, and insubstantial coverage of a multitude of project activities—instead focusing outreach efforts on its top-performing and human interest initiatives to maximize positive awareness, using a variety of traditional and non-traditional communications tools outlined in a following section.

### **Outreach: How Will We Do It?**

#### Illustrative External Communications Process for Activity Intervention

*Example taken from Task A4.5: Develop SPS Internship Program: To help build the next generation of SPS leaders in Ghana, the Contractor must establish an SPS internship program that will engage 45 interns, targeting 40 percent women, in close collaboration with PPRSD, FDA, DAES, and WIAD as well as anchor firms.*

#### **Follow the Process:**

- Meet with relevant technical lead to obtain working understanding of the specific project initiative (in this case the development of a new internship program) and its details/roll-out. Determine whether there are any sensitivities that would make the activity unsuitable for wide promotion and publicity.
- Create social media post capturing excitement of intern recruitment process and highlighting the encouraged participation of women in the program.
- Attend first meeting of internship program, capture photos of event and soundbites from interns selected for the program; create social media post with highlights and encourage a participant to broadcast a 30-second interview onsite at the event on Facebook Live, posted in coordination with relevant GOG ministry.
- Conduct in-depth written interview with select intern and capture high quality photo of the individual; create USAID success story or other graphically-designed handout featuring the intern and her success.
- Arrange radio spot for select intern and/or GTI program manager to be interviewed about the SPS internship program, bringing positive attention to the program and the importance of SPS curriculum and standards.
- At the close of the program, arrange in conjunction with the technical team the awarding of certificates to be personally handed out by the U.S. Ambassador to Ghana in a graduation event that is captured by photo and video for social media and USAID’s global newsletter.

## Technical Communications

### Approach

All communications and outreach can be considered part of the technical work of the project, but certain communications activities more directly support technical activities and in fact are necessary for the successful implementation of GTI's technical objectives. This part of the plan focuses on GTI's framework for ensuring that technical activities with a communications component are well-supported and resourced for maximum effectiveness, without hindering the crucial efforts of communications staff to achieve ideal external outreach as described in the previous section.

The support of outsourced vendors will be needed to fully articulate and execute GTI's communications and outreach plan in the area of technical communications. This may include the production of audiovisual material and digital media; advertisement production and placement; physical signage, handouts, and brochures; recruitment of participants for technical activities; marketing and promotions for technical objectives; event management support for roadshows, workshops, conferences, and other events; and other technical areas requiring communications support to succeed.

Vendors responsible for outsourced communications functions will be managed closely by the communications team and relevant technical experts to ensure that all information and statistics included in the materials are accurate and appropriate, and that all branding and approval protocols mandated by Feed the Future and USAID have been followed.

The following is an illustrative and not exhaustive list of proposed GTI technical activities that will require communications support:

Table 2: Communications Support for Technical Activities

| Technical Objective | Activities Requiring Communications Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective A         | <ul style="list-style-type: none"> <li>- Marketing GTI's Grants Under Contract and raising awareness of the opportunity to qualified potential organizations</li> <li>- Support for recruitment efforts and production of branded materials for GTI's entrepreneurship and professional development for youth and people with disabilities</li> <li>- Promotion of selected Value Chains by GTI and production of materials relevant to each VC</li> <li>- Outreach campaign for traceability systems that promotes compliance, benefits of the risk management system, and market opportunities created</li> <li>- Promote GTI's roll-out of a user-friendly, geo-referenced electronic traceability system to improve uptake and raise awareness among critical users</li> <li>- Virtual Roadshow targeting exporters, associations, and cooperatives with the goal of generating 70 international certifications by the end of the project</li> <li>- Design and production of case study training materials for packing house management, exporters, and technical to deliver export risk management training for workforce and suppliers</li> <li>- Development of comprehensive, human-centered SPS improvement training package for SME farmer suppliers and clients</li> <li>- Branded hand-outs and materials for GTI's quarterly scheduled "Food Safety Compliance Taskforce"</li> <li>- Event management support for rollout of training plans with GOG partners on food safety quality standards</li> </ul> |

| Technical Objective | Activities Requiring Communications Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | <ul style="list-style-type: none"> <li>- Support outreach efforts to recruit 45 interns for SPS Internship Program</li> <li>- Other branded manuals, reports, presentations, events, promotional products, and other communications-related items necessary to implement GTI's technical interventions under Objective A</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <i>Objective B</i>  | <ul style="list-style-type: none"> <li>- Launch publicity for and facilitate wide dissemination of completed Risk Management Strategic Plan</li> <li>- Event management support for awareness workshops and meetings convened for Customs, MDA and traders on effective implementation of the Risk Management System</li> <li>- Training guides and resources for online and in-person training on Risk Management for GRA-Customs and MDAs</li> <li>- Engage GOG and private stakeholders through a public awareness campaign laying out the impact of fees/charges on trade</li> <li>- Promote awareness among regulatory authorities, economic operators, producers, and exporters to align Ghana's trade policies to maximize AfCFTA opportunities</li> <li>- Dissemination of Ghana's Programme of Action and Roadmap after design by GTI</li> <li>- Event management support for virtual and in-person workshops on meeting AfCFTA requirements</li> <li>- Support key private sector actors and build their messaging capacity through more effective media relations</li> <li>- Training support on the ICUMS platform to increase women traders' understanding of clearance processes, automated trade facilitation, and border security</li> <li>- Write grants supporting awareness campaigns on gender integration, border safety, workplace bias, and procedures for reporting on gender-based violence</li> <li>- Other branded manuals, reports, presentations, events, promotional products, and other communications-related items necessary to implement GTI's technical interventions under Objective B</li> </ul> |
| <i>Objective C</i>  | <ul style="list-style-type: none"> <li>- Help create a local advocacy forum for increased investment opportunities in nutritious foods</li> <li>- Support sector associations and export development institutions to create effective group marketing strategies</li> <li>- Provide input into curricula development for youth labor force</li> <li>- Development of communications materials for public events such as job fairs, ministerial activities, graduations, openings/closing of trainings, inaugurations of spaces or activities</li> <li>- Other branded manuals, reports, presentations, events, promotional products, and other communications-related items necessary to implement GTI's technical interventions under Objective C</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

The following actions will be prioritized to prepare GTI's communications team to contribute to the activity's technical interventions with appropriate communications support:

**Staffing:** Prepare GTI's communications team to provide successful oversight to outsourced vendors required to execute high-quality events and communications initiatives to support the work of the technical teams. Ensure that key communications team members have prior management experience and are able to work closely and fluidly with GTI's procurement team.

**Vendor Mapping Exercise:** GTI's communications staff will conduct a Vendor Mapping Exercise to collect and organize an updated resource list composed of relevant vendors in event management, graphic design, professional photography, video production, public relations, advertising and branding, report and training guide production, outreach and awareness campaigns, and other communications products and services both locally and internationally.

For the Vendor Mapping Exercise, GTI staff will conduct introductory meetings with relevant vendors either online or in person to obtain and document:

- Firm capacity and offerings
- Samples of work and portfolio to measure quality and relevance
- Prior experience with USAID-funded activities (see note below)
- General price list or cost estimate of core communications offerings

Note: Previous experience with USAID-funded activities will not be a requirement to be included in the vendor mapping exercise. GTI will cast a larger net beyond the typical USAID activity providers, recognizing that many qualified communications vendors exist locally who can produce quality product at a competitive price. It is easier to guide a new vendor on the particulars of USAID/Feed the Future branding and protocol requirements even if they are unfamiliar with them than it is to build the capacity of less-qualified professional firms or individuals who already have experience with USAID branding requirements.

The Vendor Mapping Exercise should be conducted prior to any procurement actions and should result in a robust vendor database including contact information, services offered, and pricing/cost information that can be drawn upon throughout the course of the GTI activity.

**Procurement Support Training:** Train relevant communications staff on appropriate ways to work with both the technical and procurement teams in order to assist GTI in selecting appropriate communications-related vendors, including production of effectively designed Scopes of Work and other relevant documents. Ensure that communications staff understand their role as overseer and manager of communications-related vendors for technical activities rather than the implementers of all the communications-related work for the technical activities themselves.

**Event Management Training:** Train relevant communications staff on event management for outreach and technical activities, including training on conforming with Feed the Future, USAID, and Embassy protocol requirements; selection of Control Officer and countdown meetings; budget; approvals; USG and GOG VIP invitations and protocols; signage and branding; handouts and materials; media engagement; guest list; security management; and all other logistics and planning requirements required for a successful event.

**Creation of Flow-Chart of Technical Communications Activities:** A flow chart should be devised showing the approved process for initiating communications support for technical activities from the communications team. Roles and responsibilities for the communications team, procurement, and project management should be clearly laid out to maximize efficiency.



## 5. Communications Tools

A country of over 31 million people, Ghana is a rich media environment with numerous and varied ways to reach people with messaging about the Feed the Future Ghana Trade and Investment Activity. The communications team will analyze the assumptions and beliefs of target audience segments to select the right media mix to reach selected populations and stakeholders with calls to action and awareness raising for project interventions. The following traditional and non-traditional communication tools will be analyzed for utilization for both External Communications and Technical Communications:


### Traditional Communications Tools

| Channel Type                       | Audience Reach                                                                                                                                                                                                             | Type of Message                                                                                                                                                                                                      | Cost Factors                                                                                                                  |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <i>Events</i>                      | Limited to in-person or capped virtual participation, but can have a high-impact value on individuals in attendance; requires having prior knowledge and contact information of stakeholders to secure their participation | Suitable for long-form or complex messages including trainings and workshops on specific themes, high-profile introduction with VIPs to new project activity or initiative, or workshops on technical subject matter | Significant staff time and/or event management company fees required; cost dependent on venue and extras                      |
| <i>Billboards</i>                  | Reaches an urban audience and can command a captive audience in high-traffic rush hour areas                                                                                                                               | Messages must be visual, well-branded and very simple, i.e., achieving positive association with one project initiative or success                                                                                   | Fairly high cost to produce and place                                                                                         |
| <i>Interpersonal Communication</i> | Suitable for both groups and individuals                                                                                                                                                                                   | Ideal for both intimate and complex messaging, provides immediate feedback and opportunities to adapt mid-message                                                                                                    | Cost includes training of staff and consultants, transportation and other logistics as well as accompanying printed materials |
| <i>Print Media (Newspapers)</i>    | Especially effective for an older and more educated audience as youth continue to gravitate to digital and social media instead                                                                                            | Can support in-depth coverage of technical area or explanation                                                                                                                                                       | Earned media (interviews, press coverage of events and initiatives) is free, while placed advertisements can be costly        |
| <i>Printed Materials</i>           | Can reach both literate and illiterate audiences and can be widely distributed on national level                                                                                                                           | Brochures, leaflets, posters, fact sheets, cue cards, decals, stickers, banners; messaging can vary widely from very short and simple to more complex                                                                | Medium to high cost of production including graphic design and printing                                                       |
| <i>Radio</i>                       | A democratic and plentiful source that reaches both                                                                                                                                                                        | Personal and engaging, excellent for promoting                                                                                                                                                                       | Free for invited interviews; medium to                                                                                        |

| Channel Type        | Audience Reach                                                                                                                           | Type of Message                                                                                                                                     | Cost Factors                                                                                                                                 |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
|                     | young and old, rural and urban alike                                                                                                     | positive awareness of activities or for garnering participation in initiative                                                                       | high cost for placed content depending on advertisement rates                                                                                |
| <i>Social Media</i> | Targets youth and audiences with access to the internet; can reach multiple audiences easily on Facebook, YouTube, WhatsApp, and Twitter | Flexible: can imbed short video, photos, graphics, or interviews; feedback is in real time and engagement is interactive                            | Low cost; only requires the cost to boost posts or to design the content posted<br><br>*More details on social media below                   |
| <i>Television</i>   | Appropriate for all audiences, especially when on the national public broadcaster                                                        | Can cover both general and specific audio-visual content; great for covering ongoing progress and project successes while retaining the human touch | Talk shows and news segments can be free if invited; advertisement placement and TV production such as documentary or ad spots are high cost |

## Non-Traditional Communications Tools

| Channel Type                                                | Audience Reach                                                                                                                                                                                                                             | Type of Message                                                                                                                                                                          | Cost Factors                                                                                                                                                                                     |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Brand Ambassador/ Influencers</i>                        | Can reach a very large audience depending on profile of ambassador and their following; an easy way to strategically target a particular demographic (youth, persons with disabilities, etc.) with which the influencer is already popular | Ideal to create positive associations for the initiative or activity; crossover potential exists with interpersonal communications depending on availability/engagement of influencer(s) | Varies widely depending on profile and demands of influencer(s)                                                                                                                                  |
| <i>Branded Giveaways</i>                                    | Best for direct contacts with some prior knowledge of and connection to the activity or contest winners or individuals at activation events; scope limited to in-person delivery of objects                                                | Can include hats, mugs, keychains, memory sticks, pens, and other small paraphernalia; for awareness-raising for project brand only                                                      | Costly depending on production value; avoid giving items to stakeholders already well-supportive of the project; exception is hats that can be used as visual branding when worn in field photos |
| <i>Citizen Journalism and "On the Spot" live broadcasts</i> | Reach can be very large by involving high-trafficked social media platforms depending on who is selected to do the live broadcast                                                                                                          | Unpredictable, raw, and authentic messaging with higher risk potential but with benefit of high trust and engagement factor                                                              | Free or low cost                                                                                                                                                                                 |

| Channel Type                                                                                                     | Audience Reach                                                                                                                                                                                                                              | Type of Message                                                                                                                       | Cost Factors                                                                     |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <i>Diverse Stakeholder Roadshows</i>                                                                             | Brings messaging to forgotten audiences with creative and interactive roadshows with a visual element such as video screenings; takes the road less traveled to recruit participants who may be less familiar with USAID-funded initiatives | Messaging must be catchy and succinct to garner immediate attention; more in-depth engagement can follow with interested participants | Cost varies widely depending on geographic scope and nature of roadshow elements |
| <i>Folk Media and Interactive Popular Theater (IPT)</i>                                                          | Small to medium reach; good for hard-to-reach areas untouched by traditional media                                                                                                                                                          | Simple and easy to communicate messages that conform to local cultural customs and have an entertainment element                      | Cost is usually reasonable and requires engagement with relevant skilled vendor  |
| <i>Mobile Media (SMS)</i>                                                                                        | Can reach people without access to traditional media; takes advantage of high rate of cell phone ownership in Ghana                                                                                                                         | Short and simple messages preferred; can be interactive and include polling and responses                                             | Expensive for first production; content can be used repeatedly                   |
| <i>Transport Wrapping</i><br> | Reaches an urban and often captive audience in high-traffic areas                                                                                                                                                                           | Short, succinct, and visual as it often must be fully grasped in seconds                                                              | Low to medium cost                                                               |

In addition to mixing and matching from the communications tools above, the following areas of communication engagement will be prioritized by the GTI activity to ensure widespread and positive attention for the interventions, and to complement implementation of the activity’s technical objectives:

**Media Engagement.** Ghana is home to a highly engaged and well-informed population with a flourishing media market. GTI will leverage the media landscape to draw attention to activities and areas for participation of interest to the public and specific stakeholders. With the approval of and in close coordination with USAID and the U.S. Embassy’s Public Affair Section, GTI will produce press releases, press briefing, and press events such as regularly scheduled media breakfasts and site visits to garner interest in project activities with earned media attention.

**Radio Content.** Given the saturation of radio in Ghana and its extremely high penetration rate of 90% of the country’s population, it is a crucial communications medium with which to engage. The National Communications Authority reports that as of 2018, Ghana had 31 public radio stations, five foreign radio stations, 71 community radio stations, 22 campus radio stations, and 358 commercial radio

stations.<sup>2</sup> Furthermore, most radio stations have a parallel social media presence where content can be cross-posted, amplifying content from GTI's social media strategy. Radio is a relatively inexpensive form of outreach given its ability to reach wide swathes of the population and diverse stakeholders, and to elevate project initiatives to help secure support from the GOG and other entities. Invited interviews of high-level officials including the U.S. Ambassador are customarily done at no cost, while radio spots and arranged promotional interviews incur fees.

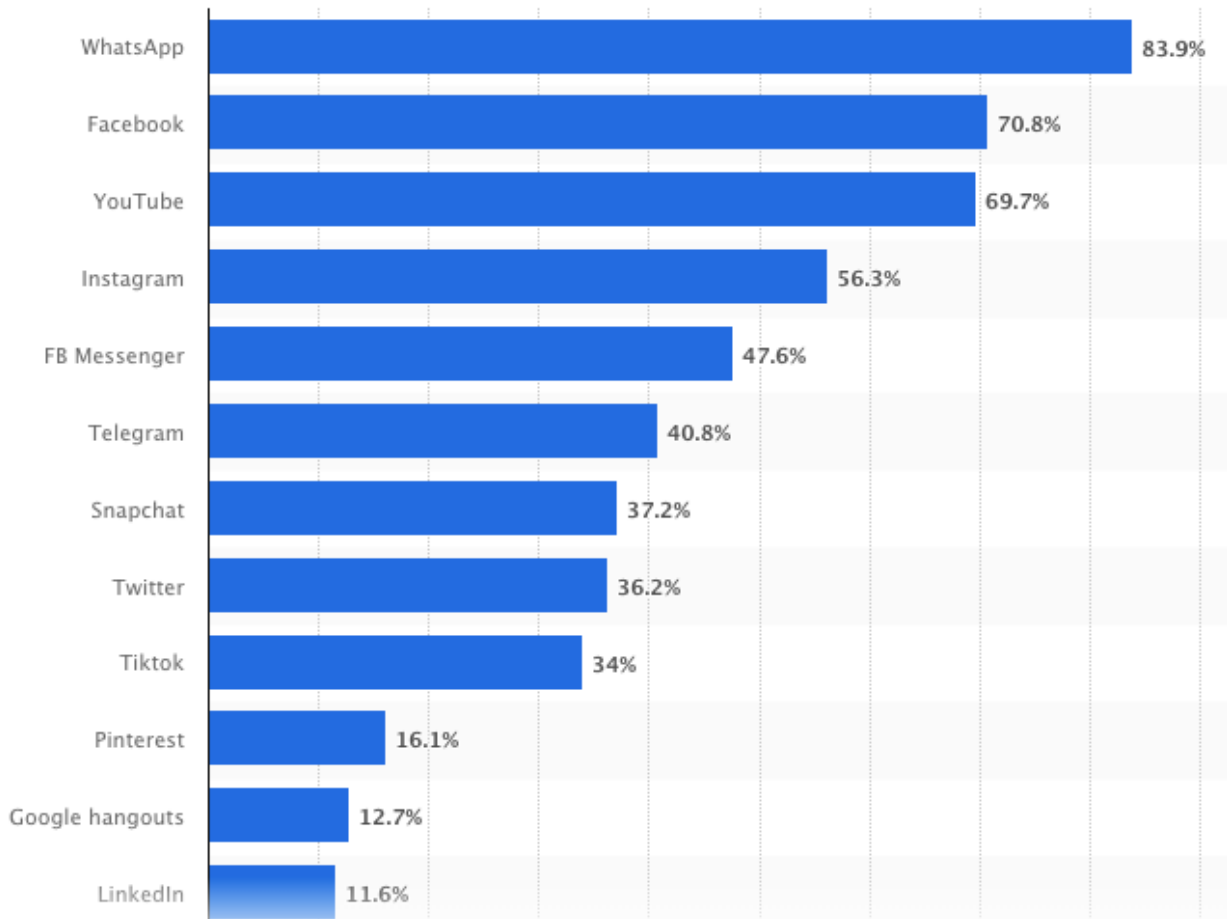
**Short-Form Videos.** Short-form videos of 1-3 minutes in length are an excellent means of engaging a wide audience on a complex topic quickly and powerfully and underscoring the human element of otherwise abstract project interventions. Videos can be used both for external as well as technical communications with great effectiveness. For external communications, the project will produce short videos highlighting the most significant successes of the Feed the Future Ghana Trade and Investment Activity for appreciation by stakeholders, which can then be disseminated for free on social media and at events, and at a cost on television. On the technical communications side, short videos can be produced, for example, to promote the importance and value of a traceability system to encourage participation by the relevant industry partners, or as part of a virtual roadshow designed to generate international certifications.

**Social Media Engagement.** GTI will produce engaging and lively content for USG social media outlets in coordination with USAID to continuously enhance and refine the activity's core messaging, prioritizing specific channels for dissemination to selected audiences and outlining content targets for frequency and reach. Engagement with USAID's DOC Officer is critical to determining ideal format for material and providing content that can be seamlessly uploaded and disseminated through the Embassy and USAID's social media channels. Engagement with the COR and the DOC officer is required to determine the most efficient manner of providing ready content from GTI to the USG for their dissemination platforms. (continued next page)

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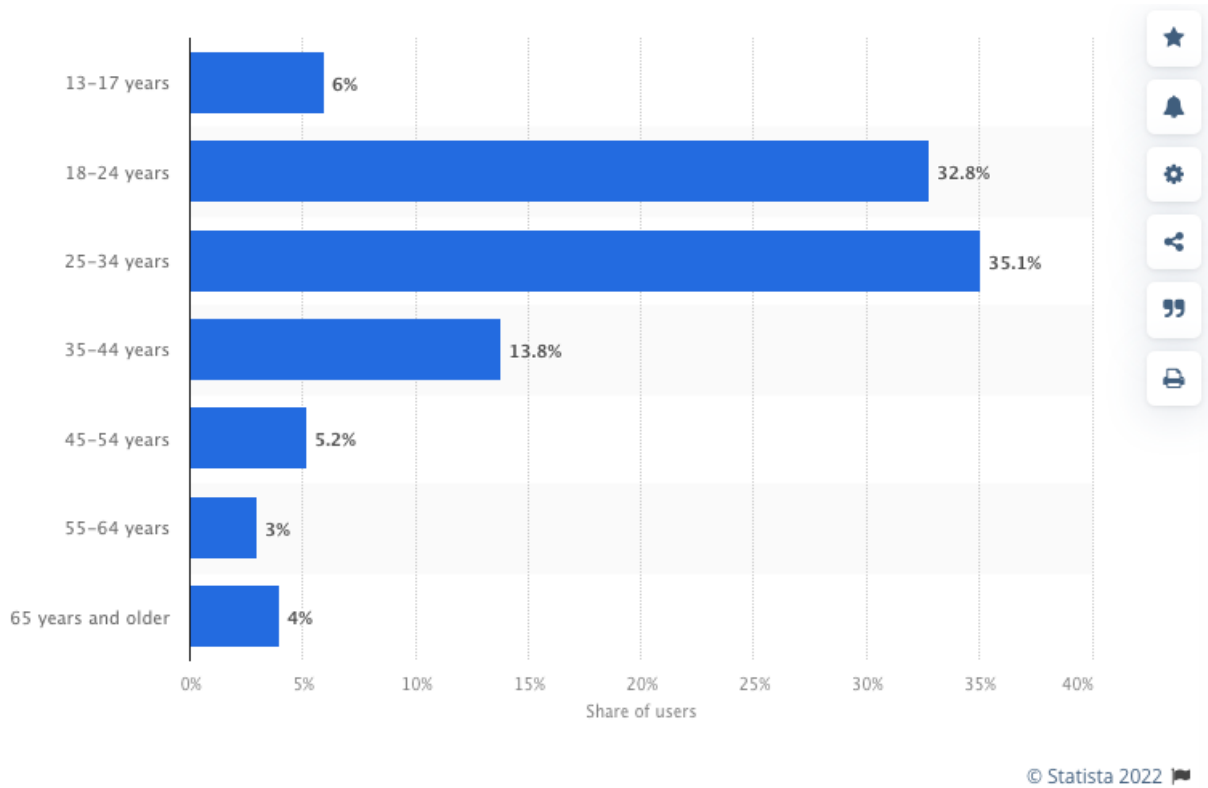
<sup>2</sup> <https://theconversation.com/radio-in-ghana-from-mouthpiece-of-coup-plotters-to-giving-voice-to-the-people-131709#:~:text=Despite%20these%20challenges%2C%20there%20has,penetration%20rate%20of%20about%2090%25.>

Already existing USG dissemination platforms for Ghana that will be targeted include Facebook, YouTube, Twitter, and Instagram. In keeping with the breakdown of social media participation in Ghana as shown in the graph below,<sup>3</sup> content will be prioritized for WhatsApp, Facebook, and YouTube with USAID approval given their popularity in country, as well as the low distribution costs associated with these platforms.



<sup>3</sup>Doris Dokua Sasu, <https://www.statista.com/statistics/1171534/leading-social-media-platforms-ghana/>

The graph below<sup>4</sup> shows the particularly effective reach of Facebook as a medium for users 18-34 years old in Ghana; the project will produce Facebook content as a priority, especially for project activities which are youth-targeted.



<sup>4</sup> Doris Dokua Sasu, <https://www.statista.com/statistics/1172099/facebook-users-in-ghana-by-age-group/>

## 6. Branding and Marking

The Feed the Future Ghana Trade and Investment Activity will implement an approved Branding Strategy and Marking Plan, which defines how the project will be promoted to beneficiaries, host country citizens, and partners. The Branding and Marking Plan describes the materials that Nathan Associates will organize and produce to assist USAID in delivering the message that the assistance is “From the American People.” The project will be fully compliant with USAID’s Branding and Marking regulations outlined in ADS Chapter 320.

The full name of the activity is the “Feed the Future Ghana Trade and Investment Activity.” In all materials, documents, public events, and in discussions with the Government of Ghana and other counterparts, the activity will be referred to as the “Feed the Future Ghana Trade and Investment Activity.” All facets of the activity will be prominently branded as Feed the Future. The acronym used to represent the project will be “GTI” for the Ghana Trade and Investment Activity, but only to be utilized informally. When the project or activity is referenced as “the activity,” “activity” should not be capitalized.

Nathan Associates acknowledges that GTI should not be referred to as USAID’s Feed the Future Ghana Trade and Investment Activity and that “FtF” or “FTF” should not be used as acronyms for the activity. All materials will acknowledge that they were produced with assistance “From the American people” and the “U.S. Government’s Feed the Future Initiative,” a presidential initiative supported by USAID and eleven other U.S. Government agencies.

### Positioning

Publicity materials and communications shall all clearly reflect that the activity’s achievements are provided by the support of the American people through USAID and Feed the Future with the close collaboration and support of the Government of Ghana. Nathan may propose that other organizations be acknowledged publicly in connection with GTI’s activity, subject to approval of the Contracting Officer’s Representative (COR).

### Types of Branding

To incorporate the message, “This assistance is from the American people,” the activity will use full branding or co-branding.

**Full branding.** Full branding will be used when a product, publication, or event results from the activity. Reports will carry the disclaimer: “This report is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents are the sole responsibility of Nathan Associates and do not necessarily reflect the views of USAID, Feed the Future, or the United States Government.”

**Co-branding.** Co-branding will only apply when the host government has contributed to a product, publication, or event. USAID and Feed the Future identities associated with branding will be of same size and prominence equivalent to or greater than any other identity displayed. Co-branding will be considered on a case-by-case basis, as considered appropriate by the COR and CO.

## Level of Visibility

GTI will display logos on commodities and equipment; printed, audio, visual, or electronic public communications; studies, reports, publications, website; and all promotional and informational products and events in a manner that complies with standard USAID and Feed the Future guidelines on branding and marking.

As described above and according to USAID ADS Chapter 320, 303, 2-CFR 700 “Branding and Marking,” GTI will use exclusive Feed the Future marking, with exceptions for communications requiring co-branding, subject to COR approval. Markings will be placed on deliverables, such as products, equipment, and inputs. When activities are held markings will be placed on external public communications, studies, reports, publications, and promotional products. Markings will also be prominently placed during workshops, conferences, fairs, and any other public events.

The message “From the American people” and the USAID and Feed the Future logos will be included on all materials, e.g., training materials, posters, pamphlets, brochures, press releases, fact sheets, printed and organizational operation plans, studies, progress and performance monitoring reports, work plans, bookmarks, leaflets, banners, public announcements, invitations, articles in the media approved by the CO, certificates, PowerPoint and other presentations, websites, and internet-based materials.

As per USAID ADS 320.2.1, 3.1.5, the activity will not use the USAID identity on any communication that is strictly administrative, rather than programmatic. There will be no USAID or Feed the Future branding on administrative items such as business cards and correspondence related to contractor compliance with local law, office and equipment rental, vendor payments, and hiring staff.

## Graphic Standards

Nathan will follow the USAID Graphic Standards Manual and Feed the Future’s Graphic and Naming Standard Manual for USAID and Feed the Future identities, color schemes, design, font/font size and typeface for all printed activity materials. Nathan will follow USAID and Feed the Future branding guidelines and consult with the COR to ensure that any other materials produced under the contract conform to USAID’s graphic requirements.

The Feed the Future’s logo shall appear in the upper left-hand corner of documents or in a banner at the top of the publication. The preferred logo’s lettering should be in white with the primary blue Feed the Future color in the background. While green, orange, and black are secondary colors, they should only be used in special circumstances. These circumstances can include a set of Feed the Future materials that come in a packet and secondary colors are used to distinguish one piece of information from another. USAID’s logo should be placed at the bottom left-hand corner of documents.

Nathan also recognizes that the primary color for Feed the Future’s logo is blue (specified color). Green, orange, and yellow can be used as secondary colors. It is also understood that Feed the Future’s website ([www.feedthefuture.gov](http://www.feedthefuture.gov)) should be noted on the last page of any publication.

## Sample Branding Examples

Public Communications and Materials



- The Feed the Future logo must be placed at the top left corner of the cover page
- The USAID logo must be positioned at the lower left
- The Feed the Future website address ([www.feedthefuture.gov](http://www.feedthefuture.gov)) must be included in the publication on the final page
- Do not replace the Feed the Future logo with separate project/partner(s) logos

#### Fact Sheets

- The Feed the Future blue logo with black tagline on white background must be placed at the top left corner
- The lower left-most placement is preferred for the USAID logo
- Quotes and secondary headlines or subheads are in blue
- The Feed the Future web address should be aligned according to the design of the product

#### Radio and TV Broadcasts

- The broadcast should include the words “made possible by USAID: From the American people, as part of Feed the Future, the U.S. Government’s global hunger and food security initiative.”

#### Video Specifications

- The Feed the Future logo should be placed at the beginning and at the end of a video production
- Color, size, and clear-space specifications should be followed
- The Feed the Future website should be included in the closing frame of any video

#### PowerPoint Presentations

- The Feed the Future logo should be placed on all slides
- The Feed the Future logo should be used for header text
- The final slide should end with the vertical Feed the Future logo in white on a blue background

For full Branding and Marking details, please see the Feed the Future Ghana Trade and Investment Activity Branding Implementation and Marking Plan.

# Annexes

## Annex A: Logos and Visual Elements



## Annex B: Communications Material Tracker

|                                         | Calendar of Communications Activities |            |       |            |       |            |       |            | Total Number of Products |
|-----------------------------------------|---------------------------------------|------------|-------|------------|-------|------------|-------|------------|--------------------------|
|                                         | Q1                                    |            | Q2    |            | Q3    |            | Q4    |            |                          |
|                                         | Dates                                 | # of Prod. | Dates | # of Prod. | Dates | # of Prod. | Dates | # of Prod. |                          |
| <b>Media Channel</b>                    |                                       |            |       |            |       |            |       |            |                          |
| Facebook                                |                                       |            |       |            |       |            |       |            |                          |
| Mobile Media                            |                                       |            |       |            |       |            |       |            |                          |
| Newspapers                              |                                       |            |       |            |       |            |       |            |                          |
| Other Social Media                      |                                       |            |       |            |       |            |       |            |                          |
| Radio                                   |                                       |            |       |            |       |            |       |            |                          |
| TV                                      |                                       |            |       |            |       |            |       |            |                          |
| YouTube                                 |                                       |            |       |            |       |            |       |            |                          |
| Other                                   |                                       |            |       |            |       |            |       |            |                          |
| <b>Promotional/Visibility Materials</b> |                                       |            |       |            |       |            |       |            |                          |
| Advertisements                          |                                       |            |       |            |       |            |       |            |                          |
| Banners                                 |                                       |            |       |            |       |            |       |            |                          |
| Brochures                               |                                       |            |       |            |       |            |       |            |                          |
| Flyers                                  |                                       |            |       |            |       |            |       |            |                          |
| Posters                                 |                                       |            |       |            |       |            |       |            |                          |
| Stickers                                |                                       |            |       |            |       |            |       |            |                          |
| Other                                   |                                       |            |       |            |       |            |       |            |                          |
| <b>Reporting Materials</b>              |                                       |            |       |            |       |            |       |            |                          |
| Annual Reports                          |                                       |            |       |            |       |            |       |            |                          |
| Fact Sheets                             |                                       |            |       |            |       |            |       |            |                          |
| Press Releases                          |                                       |            |       |            |       |            |       |            |                          |
| Quarterly Reports                       |                                       |            |       |            |       |            |       |            |                          |
| Success Stories                         |                                       |            |       |            |       |            |       |            |                          |
| Weekly Reports                          |                                       |            |       |            |       |            |       |            |                          |