

GRAPHIC STANDARDS MANUAL

This is the *Graphic Standards Manual* for the U.S. Agency for International Development (USAID). It sets the standard for the design of all USAID public communications.

The guidelines in this manual are compulsory for all Agency employees and contractors producing communications funded in whole by USAID, in accordance with Automated Directive Systems (ADS) 320.

A separate publication, the *Partner Branding Guide*, details co-branding guidelines for communications co-funded by USAID.

Below is the Standard Graphic Identity (Identity) for USAID. It is to be used to mark all programs, projects, activities, and public communications that require acknowledgement of USAID*.



This manual and the USAID Identity were developed to ensure that the United States Government is visibly acknowledged for its contributions and funding specified as foreign assistance.

First Edition, January 2005

* In all cases, the specific contracts, grants, and other funding mechanisms prevail.

OUR BRAND HERITAGE

Found in the most remote corners of the globe, the USAID handclasp is one of the best known U.S. emblems throughout the world. It has become a symbol of the United States' long history of aiding those in need.

Labeling was first required during the Marshall Plan when Congress became concerned that the Soviet Union was taking credit for the poorly marked U.S. foreign aid donations to European countries.



This original 1948 design was adapted from the Great Seal of the United States with the words, “For European Recovery Supplied by the United States of America,” in the center. It was translated into the languages of the recipient countries.

But the slogan became obsolete when military aid was added to the economic program, and when some Near East and Asian countries were added to the roster of recipients under President Truman’s Point IV Program. In 1951, the slogan became, “Strength for the Free World from the United States of America.”

In several countries, the slogan could not be translated into local dialects, so different designs and slogans were used. Moreover, the wide variety of containers needed made it necessary to have a range of labels, decals, metal plates, tags, and stencils in all sizes. As a result, the value of the overall message was lost due to a lack of uniformity.



In 1953, Eleanor Gault, an employee in the Marking and Labeling Office of the Mutual Security Agency—a USAID predecessor—revised the emblem. During her research, Gault discovered that “clasp hands” have been recognized as a sign of unity, goodwill, and cooperation for centuries. She concluded that clasped hands, “could serve to identify the aid as part of the mutual effort with mutual benefits shared by our country and friends around the world.”



In the early 1990s, a completely new logo was developed. It combined a modern image of the globe and U.S. flag, with USAID prominently displayed. This image, however, was viewed as too radical a change, and it was soon rejected.



The Agency returned to the shield in the mid-1990s as the primary symbol of U.S. foreign assistance, but moved the stars and stripes to the lower third of the design and added USAID to the top. Color also was removed from the handclasp to ensure no specific race was identified.



In 2001, the Agency seal with, "United States Agency for International Development," in a circle around the shield was adapted as the official marking to ensure people understood the assistance provided was from the United States Government.



USAID
FROM THE AMERICAN PEOPLE

The logo was updated in 2004 to make it easier to read and reproduce. The typeface was changed to a sans serif, and the Agency name was repositioned around the shield to increase clarity; the handclasp was redrawn to be gender neutral and anatomically correct. These minor updates improved the overall communication, yet maintained the integrity and long heritage of this important U.S. symbol. A brand name and tagline also were added to ensure people understand the assistance is provided by U.S. taxpayers.

Note: Parts of this text were adapted from a 1987 story by James Bednar in the 25th Anniversary Issue of *Horizons*, a USAID publication.

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BUILDING A GLOBAL BRAND

The first step in building a global brand is developing a visual identity that is used consistently on all communications—the USAID Standard Graphic Identity—or the USAID Identity.



This *Graphic Standards Manual* will significantly improve the visual presentation of publications, country profiles, success stories, and other common communications, as well as standardize stationery and business cards.

It provides guidelines and templates for the design of materials. It will help the Agency project a more unified image that creates instant recognition.

OUR OBJECTIVES

- Enhance the visibility and value of U.S. foreign assistance.
- Better link communications to U.S. foreign policy, national security, and the American people.
- Improve the impact and consistency of communications across bureaus, sectors, missions, and programs.

UNIVERSAL STANDARDS

Not only written words, but photos, colors, typography, and layout all contribute to creating a specific image.

Yet, because the Agency's work is so diversified and decentralized, everything currently produced looks completely different. These practices dilute the effectiveness of our communications—and are a barrier to building a global brand.

While there's a need for flexibility and adapting communications to appeal to local cultures, the Agency has developed universal standards to ensure our communications have some basic things in common—as individual people can be extremely different but are all members of the same family.

This *Graphic Standards Manual* sets the official universal standards for design of the USAID family of communications. Soon, people all over the world will be able to look at any communication and instantly know it was produced or funded by the Agency.



COUNTRY PROFILE

SEPTEMBER 2004



Ms. Sutarni, a 6th-grade teacher, says, "Now the children do a lot of practical work. They enjoy sitting in groups to discuss their work and solve problems together. They write their work in their own words, and we display it in the other children's lock at. They are very proud when their work is displayed."


OVERVIEW
Indonesia, the world's largest Muslim majority society, has made great strides over the past six years in transitioning itself from an authoritarian government to a democracy. Its success is critical to stability in Asia. Equally important is the attention Indonesia is beginning to give to court and terrorism. As the world's fourth most populous country, with abundant natural resources and access to key shipping lanes, Indonesia is a potentially important trading partner. Reflecting the country's importance, the USAID grants in Indonesia is its largest in East Asia. USAID and its predecessor agencies have worked in Indonesia since 1950. Today, USAID assistance programs focus on the main areas: basic education, democratic governance, health care, water and the environment, and the economy.

PROGRAMS
INDONESIAN CHILDREN LEARN SKILLS FOR LIFE
USAID is helping to transform a huge education system that is currently in crisis. Management of the newly decentralized system is in disarray, funding is inadequate, and the quality of education is declining. Millions of children drop out each year. At least 20 percent of teachers lack minimum training. A major new initiative, announced by President Bush in 2003, will increase the quality and relevance of basic education in Indonesia, in public and private, religious and secular schools. USAID will work with communities and local governments to improve school management and train teachers. Through active learning, students will learn to read, write, and think critically. Outcasts and junior high school students will learn better life and job skills. Better education for future generations will improve economic competitiveness, foster increased social stability, and promote tolerance and democracy.

INDONESIAN HOLD HISTORIC ELECTIONS
On September 20, 2004, Indonesia voted directly for their president and vice president. These historic, first-ever direct elections followed national parliamentary elections in April, which won the largest and most complex single-day elections ever held. USAID helped delineate new electoral districts, register and educate voters, train election monitors, and assist parties to develop positions on important issues. USAID was the lead donor.


INDONESIA SNAPSHOT
Date of independence: 1945
Capital: Jakarta
Population: 238 million
GDP per person: \$817
For more information, see www.usaid.gov/indonesia

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BIOGRAPHY

Mission Director
William Jeffers



"Over the past 12 years, the U.S. Government has invested \$405 million in Croatia, \$280 million to fund projects through USAID. Half of the funding was for reconstruction in war-affected regions; the other half was used to make the lives of Croatia's citizens better in all other areas."

Since September 2002, William Jeffers has served as the U.S. Agency for International Development (USAID) mission director in Croatia. In this position, he directs a \$100 million project portfolio which is supporting economic and fiscal reform, expanding private-sector activity, improving political processes, strengthening civil society, and reintegrating war-affected populations. A major theme of U.S. assistance is helping Croatia prepare itself for joining the European Union.


USAID/Croatia has achieved notable success in the last two years including winning public support for the new national pension system, supporting the privatization of 800 companies, establishing a new Energy Regulatory Agency and expanding Croatia in the new regional energy market, including 144 war-affected communities, strengthening financial and asset management in 402 of Croatia's 307 municipalities, and developing the legislative framework which created the new National Foundation for Non-Government Organizations.

A senior foreign service official, Jeffers has served for more than 22 years at the USAID in four overseas posts and in Washington, DC. From 2000-2002, he was the office director for the Asia and Near East Bureau, Strategic Planning & Operations. In that position he was responsible for overseeing all ANE/Washington technical services, bureau-wide programs and budgeting, and the implementation of non-grantee programs in the Middle East, South Asia, and East Asia.

Jeffers has served in various positions with USAID, including the office director with the Africa Bureau, Southern African Affairs, from 1998-1999; deputy director for the USAID mission in Ghana from 1994-1996; office director for the USAID mission in Sri Lanka from 1990-1994; office director in Washington, DC, for South Asia Projects from 1988-1989; and project director for the Eastern European Task Force from 1988-1990, and the Regional Economic Development and Services Office for Southern and Eastern Africa from 1983-1988.


A native of Kent, Ohio, Jeffers received his bachelor's degree in economics from the California State University and a master's degree in economics from Columbia University in New York. Jeffers, with his wife, Joanne, and daughter, Ann, are residents of Sarasota, Florida.

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SUCCESS STORY

Community Schools Bring Change



USAID empowers parent associations to work with the government to improve education

Amnata is one of thousands of children attending community schools supported through aid. These children live in rural, sparsely populated areas of Mali, where the government has been unable financially to provide and equip schools. Community schools are not paid for through Mali's formal education system. Instead, the pupils' parents pay the teachers' salaries. To cover school costs, parents pay monthly fees, or the communities create communal farms to help raise the funds.

In 1995, USAID started a program to help these schools, such as providing supplies and training teachers. Where there was interest, the program helped secure the long-term survival of the schools by helping parents organize associations following democratic principles. Parent associations were formed which are the equivalent to PTAs in the U.S. These parent associations were trained to manage the school, recruit and hire teachers, and advocate to local authorities for services and financial support.

After several years of economic hardship, contributions to the community school in Amnata's hometown of Samra Matankaba stopped. The parent association drew up a comprehensive funding request and presented it to the mayor, who agreed that a percentage of the local tax revenue would support the community school.

Parent associations in other villages have approached their mayors as well, and the results have been positive. In Mali, according to decentralization plans, public primary schools are becoming the domain of communities—equivalent to districts in the United States. As the tax base eventually becomes stronger, communities will be able to take better responsibility for primary schooling in both public and community schools.

Samra Matankaba is one of the first communities to approach a commune for financial support with the commune responding in a positive manner by using local taxes. The commune has taken control using a new transparent tax system. USAID's support to the communes in developing transparent tax systems, and to the community schools in developing parent associations, encourages the sharing of resources in the community.

USAID's programs have empowered communities to help improve their education. Similar programs have also been implemented by other donors, and today Mali has more than 2,500 community schools. USAID has switched its strategic focus from building schools to improving the quality of education.

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Note: The materials above are described in Section 5.

BRAND ARCHITECTURE

Articulating a clear, concise, and consistent mission and message is central to developing a global brand.

A standard way to talk about the Agency is just as important as consistently using the same Identity.

While each country and program is unique, there are many cross-cutting elements that define USAID's overall business. It is important that we speak with one voice.

COMMON LANGUAGE

Working from the list of USAID Program Components used to collect comparable data, we have developed what might be called a standard list of USAID products and services. We call them our "Core Areas of Expertise." These include Agricultural Productivity, Anti-trafficking, Human Rights, Basic Education, Maternal Health and Nutrition, HIV/AIDS, and Public-Private Alliances. There are 40 in all, and each is easy to understand and articulate. While we certainly could list more, and there are many subsets under each, the goal is to use these as our standard list.

This manual also includes a list of countries and places where the U.S. Government provides assistance through USAID. The list is not reflective of USAID's mission structure or regional platforms, just countries that receive assistance. These are the only official sub-brands (see page viii) to be used as an extension to our umbrella brand, the USAID Standard Graphic Identity (Identity).

The chart on the following pages provides a blueprint for our external communications. It is our Brand Architecture, the basic building blocks of our business—what we do and where we do it.

EXTERNAL COMMUNICATION

USAID's work is highly technical and unfamiliar to those not working in development. It is critical to unify and simplify our message. Avoid using internal organizational structures when speaking to external audiences. Here are a few tips for communicating our work:

- Focus on U.S. assistance versus the Agency.
- Stress that the assistance is from the American people.
- Don't promote or "brand" bureaus and offices.
- Don't develop program logos that compete with the USAID Identity.
- Do promote our Core Areas of Expertise.
- Avoid jargon and acronyms.
- Showcase success.

SPEAKING WITH ONE VOICE

Bureaus, offices, or missions may not create individual logos or separate identities. This diminishes our recognition as a global organization.

USAID is one Agency: we have one Identity, one brand.

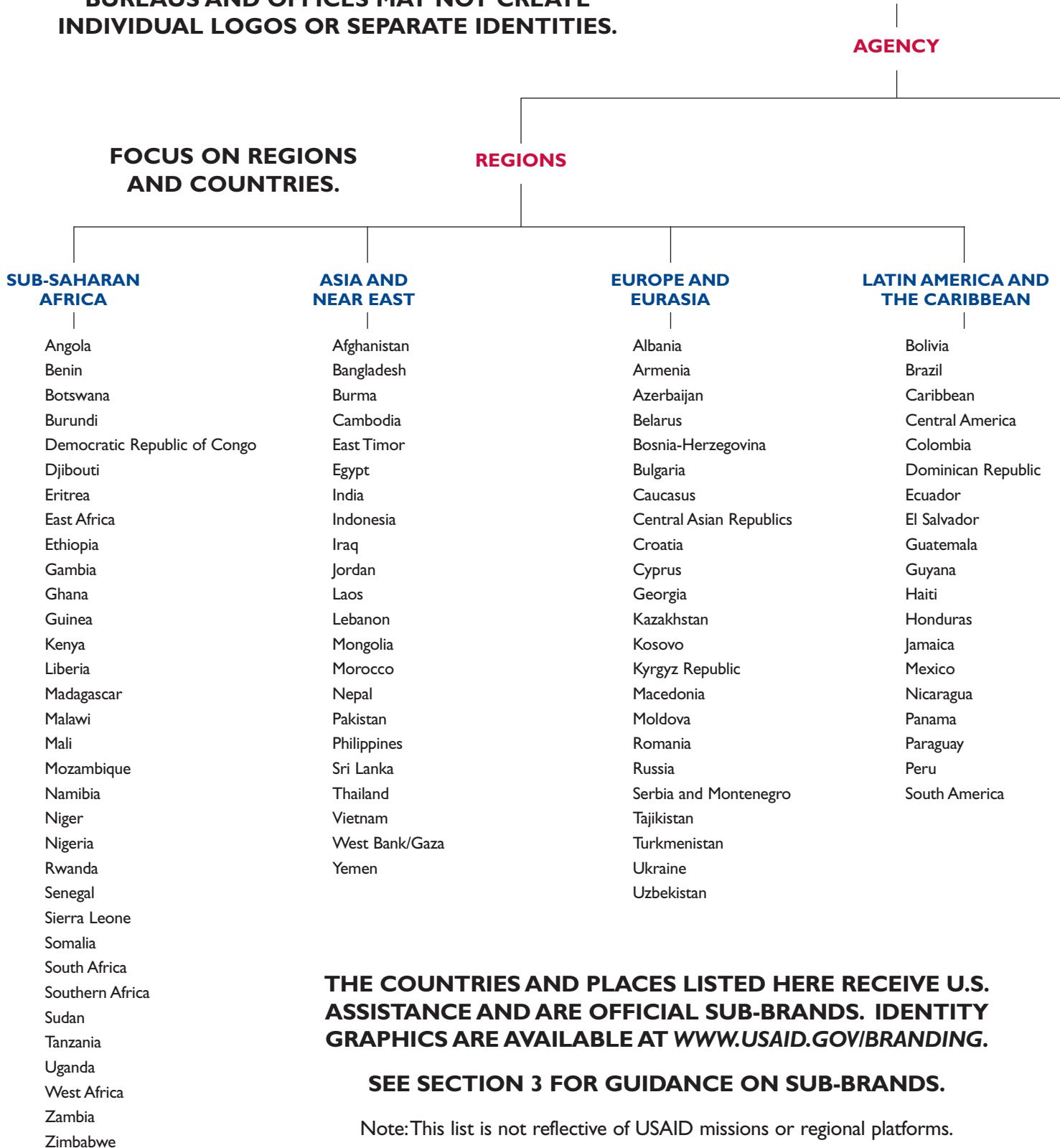
BRAND ARCHITECTURE FOR

THIS IS THE UMBRELLA BRAND FOR ALL AGENCY COMMUNICATIONS.



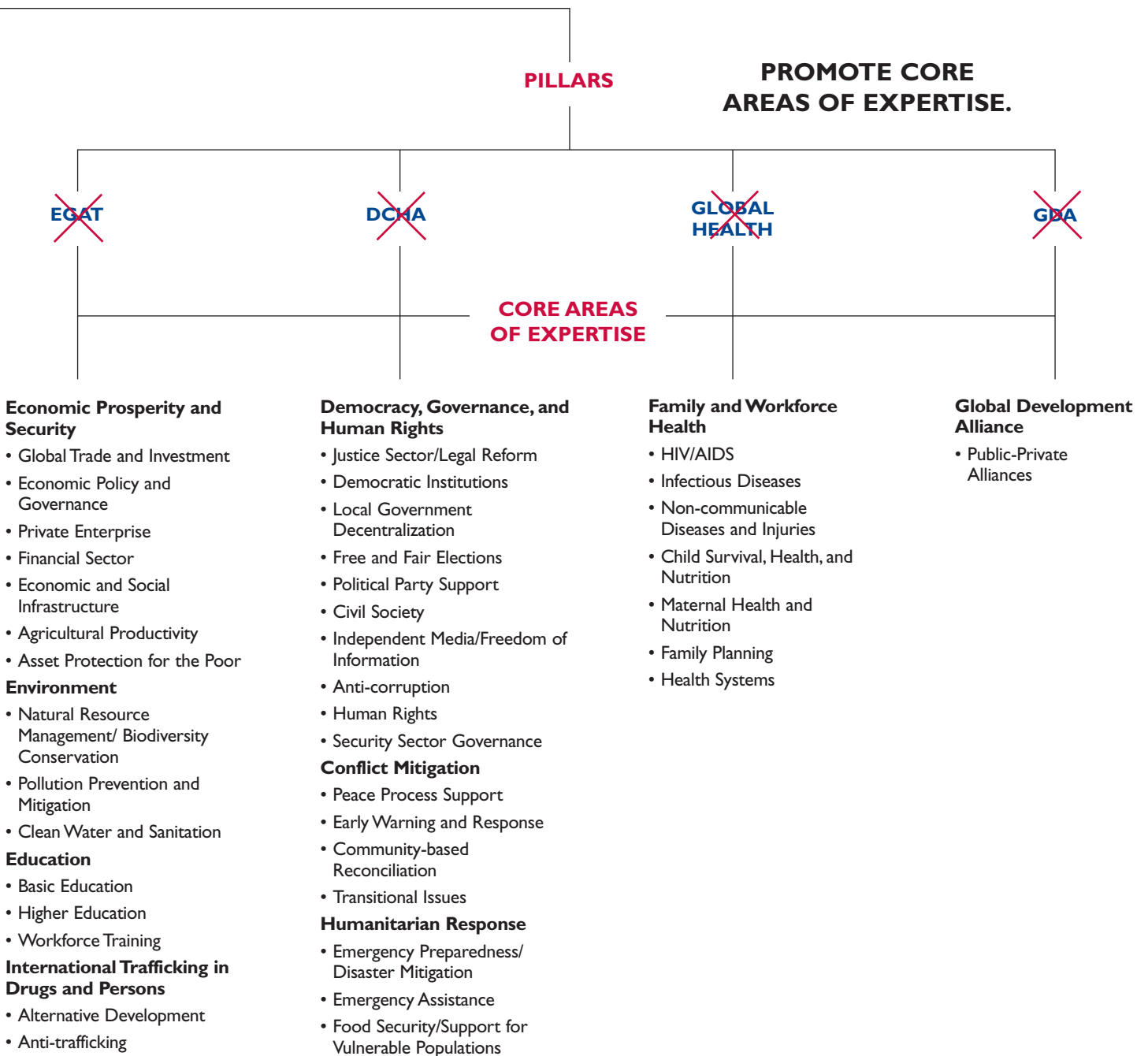
USAID
FROM THE AMERICAN PEOPLE

BUREAUS AND OFFICES MAY NOT CREATE INDIVIDUAL LOGOS OR SEPARATE IDENTITIES.



EXTERNAL COMMUNICATIONS

WHEN COMMUNICATING WITH EXTERNAL AUDIENCES, AVOID ACRONYMS AND INTERNAL ORGANIZATIONAL STRUCTURES, SUCH AS BUREAUS AND OFFICES.



UPDATED LOGO

The **USAID** logo is the graphic representation of our organization—the **United States Agency for International Development**.

Our logo, however, is often hard to read, especially in a small size or at a distance, and sometimes difficult to reproduce, especially our famous handclasp. The updates to the logo below increase readability and improve reproduction quality. And, while a new landmark has been added (see page xi) to enhance the overall communication, the Agency logo remains a powerful symbol of hope for millions of people around the world.

BEFORE



The United States Agency for International Development text wrapped in a 360° circle, which made it difficult to read.

AFTER



In the updated logo, the “United States Agency” and “International Development” text is right reading. The logo must always be used as shown above and may never be altered. The full-color version is shown above, though two-color and one-color versions are also allowed.

SERIF FONT



The serif font was difficult to read and reproduce at many sizes.

SANS SERIF FONT



The sans serif font is easy to read and reproduce at any size. This example is shown for reference only. No elements of the logo may ever be used alone, as shown here.

OLD HANDCLASP



The handclasp was difficult to understand and reproduce at most sizes.

UPDATED HANDCLASP



The updated handclasp is easy to understand and reproduce at any size. This example is shown for reference only. No elements of the logo may ever be used alone, as shown here.

NEW BRANDMARK

USAID

This new “brandmark” is the graphic representation of the whole category of U.S. foreign assistance. It is meant to symbolize that the aid provided is from the United States—it is “US AID.”

The two colors, the same red and blue from the American flag, are used to distinguish “US” from “AID,” so the reader won’t mistake this as another logo for our Agency.

Our logo remains the graphic representation of our Agency. It communicates that the assistance provided to the country was in partnership with the U.S. Agency for International Development. But our logo alone is NOT enough. Even with the updates outlined on the previous page, it works better on a publication than a banner: It is more like our signature than our headline. And it’s not the whole message.

That’s why we are adding a brandmark—in marketing terms, it’s like our “brand name.” It is the type of assistance we provide that is differentiated from others like European aid or Japanese aid.

USAID FROM THE AMERICAN PEOPLE

This new brandmark—including the tagline, “FROM THE AMERICAN PEOPLE”—communicates a broader message than just marking the work of one organization. It is designed to raise the visibility and value of U.S. foreign assistance. It symbolizes that a project, program, or activity was funded by U.S. taxpayers. It says this is a gesture on behalf of U.S. citizens. It conveys that **USAID*** is in the U.S. interest.

The brandmark has the potential to become a “global brand name,” like UNICEF. When people not involved with development think about UNICEF, they don’t think about an organization, they think about “help for children in need.” Our goal is to develop a unique positioning for this new brand name, so when people see **USAID*** they automatically think, “assistance from the American people.”

Like the equity in our logo, global brands are developed over time, not overnight. We must use the brandmark consistently and persistently for it to gain value.



The **USAID*** brandmark and the Agency logo were designed to work together as a unit. This unit is called the Standard Graphic Identity (Identity). It should be used on all Agency communications.

Think about most consumer products; they have brand names and logos: McDonald’s and the Golden Arches or Nike and the SWOOSH.

Like our Agency logo, the logos for these companies are well recognized around the world and can stand on their own—but the message is more powerful when the brand name and logo are presented together.

*Note: Do not replicate brandmark in document text, used here for illustrative purposes only.

USING THIS MANUAL

This *Graphic Standards Manual* was developed to significantly improve and standardize the visual presentation of USAID's external communications. It is for use by professional graphic designers. The content is specific and technical.

This manual addresses standard policies and practices for communications funded in whole by USAID, produced by employees or contractors. The content covers:

SECTION 1: BRAND SUMMARY

The key points in this manual are provided at a glance in this section. Special guidance for contractors is included.

SECTION 2: GRAPHIC IDENTITY

Color, typography, and the placement of our Standard Graphic Identity or the USAID Identity are all central to our branding. It is critical that graphic designers precisely follow these guidelines. Gills Sans is the font for printed publications. Arial is used for desktop publishing.

SECTION 3: SUB-BRANDS

Countries and places that receive U.S. assistance are the only official sub-brands used as an extension of the USAID Identity. They do not reflect USAID missions and regional platforms. The tagline and country name are the only elements of these sub-brands that can be translated. Missions must provide their own translation and select a complementary font for the local language. For consistency, there should be one standard translation for each language within a given country.

SECTION 4: BRAND APPLICATIONS

The USAID Identity should be used on all visual media. The examples in this section are just illustrative, providing ideas on possible ways to “brand” events or promotional materials. The project signage and plaques, however, are the new standard. Program materials are exempt from all guidelines except the correct use and placement of the USAID Identity. A Web address for Website standards is provided.

SECTION 5: TEMPLATES

This section outlines Agency standards for professionally printed business cards and stationery, as well as Microsoft Word templates for fax covers, biographies, country profiles, PowerPoint presentations, and several types of success stories. Headquarters information release to the media should use the press material templates (unless otherwise directed). Missions should consult with State Department Public Affairs and follow embassy guidance.

SECTION 6: IMAGERY

To significantly improve USAID communications, especially publications, missions need to invest in professional photography. This section outlines desired images and adding elements of local color.

SECTION 7: PUBLICATIONS

This section outlines the Agency's overall design guidance to achieve brand consistency and a publication hierarchy. It includes a grid system for layout and how to treat a range of standard publication elements, including headlines, subheads, body text, drop caps, paragraph spacing, bullets, run-in subheads, footnotes, footers, page numbers, pull quotes, sidebars and boxes, and photo captions and credits. Examples of maps, tables, and charts are provided as samples only.

All information in this manual—as well as downloadable graphics, and templates for common communications—is available at www.usaid.gov/branding.

All questions or comments about the Agency's branding should be directed to Joanne Giordano, Senior Advisor to the Administrator, at jgiordano@usaid.gov.

Note: As a technical guide, developed to instruct rather than inform, this manual does not explicitly follow all the guidelines for publications.