USING THIS MANUAL

This Graphic Standards Manual was developed to improve and standardize the visual presentation of TMEA’s external communications. It is intended 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 TMEA, produced by employees or contractors.

This short version (coloured red) is intended for use by TMEA staff, the long version (coloured blue) is intended for use by professional graphic designers and publishers as its content is specific and technical.

The content covers:

**Brand Summary**
The key points in this manual are provided in this section in brief. Special guidance for contractors is included.

**Graphic Identity**
Colour, typography and the placement of the TMEA Identity are all central to our branding processes.
It is important for graphic designers to follow these guidelines. The font used for the LOGO is Trade Gothic Condensed No. 20 while the tagline uses Calibri, Italic. For printed publications, we use Calibri while for web publishing, Verdana is used.

**Brand Applications**
The TMEA Identity should be used on all visual media. Here the examples are just merely illustrative in order to give general ideas on event “branding” or promotional materials.

**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).

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

**Publications**
This section outlines TMEAs 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.
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INTRODUCTION

Welcome to the TradeMark East Africa (TMEA) Graphic Standards Manual.

Every successful brand needs to keep its visual identity current and contemporary, keep pace with the market, stay in touch with and understand the dynamics of their customer base and stay ahead of marketing trends.

This manual offers guidelines that will help us maintain a premium brand image and consistent look and feel across the board.

The first section deals with our visual identity and demonstrates with examples, what sort of image we need to project at all times.

The second section extends into advertising executions and applications, promotions and sponsorship support materials.

Our Tagline
Growing Prosperity Through Trade

Our Vision
By supporting ‘greater regional integration and trade competitiveness in East Africa’ TMEA is working towards a united East Africa with flourishing trade, strong investment and less poverty.
Logo objective:

The Logo uses bold strokes to indicate stability and the colours indicate vibrancy and dynamism embodied in TMEA

Logo benefits:

• The logo is striking, bold and easy to remember.

• The style is contemporary and refreshing whilst also depicting unity in the placement of the different coloured lines that meet at the heart of the graphic.

• The different colours show diversity in TMEA’s service provision and signifies their ability to serve different nations in the region without discrimination.

• The many varied programmes are embraced into TMEA’s single purpose; growing prosperity through trade.
Building a regional brand

The first step in building a regional brand is developing a visual identity that is used consistently on all communications - the TMEA Standard Graphic Identity - or the TMEA Identity.

The Graphic Standards Manual plays a vital role in improving the visual presentation of publications, country profiles, success stories, and other regular communications, as well as standardize stationery and business cards.

It provides guidelines and templates for the design of materials. It will help TMEA to project a more unified image that is easily recognized.

Universal standards

TMEA has a diverse field of work and all activities are more or less decentralized, thus every bit of communication looks completely different.

This in turn ends up diluting the effectiveness of our communications and has the negative effect of becoming a barrier to the creation of a regional brand.

This Graphic Standards Manual sets the official universal standards for design of the TMEA family of communications.

External communication

TMEA’s work is highly technical and unfamiliar to those not acquainted with trade facilitation work. It is critical to unify and simplify our message. TMEA works with partners to facilitate trade in the region. Here are some pointers to keep in mind when communicating our work:

- Stress that we are working in partnership with the grantee organisation.
- Don’t develop program logos that compete with the TMEA Identity.
- Do promote our core areas of expertise.
- Avoid jargon and acronyms.
- Showcase results and impact.

Speaking with one voice

Country Programmes may not create individual logos or separate identities. This diminishes our recognition as a regional organization. TMEA is one agency: we have one identity, one brand.
COMMUNICATION TONE AND VOICE

• Use the most direct way of conveying the idea you are trying to communicate—avoid jargon.

• Think about your audience and talk to them in their terms.

• Use British English rather than American English as in ‘labour’ not ‘labor’

• Spell the acronym TMEA in full – TradeMark East Africa – at least the first time it is used in a document but we recommend you spell it out in full at all mentions.

• The ‘M’ in TradeMark must always be in uppercase.

• Spell the acronym EA in full – East Africa.

• Spell out numbers one to ten and use numeric for numbers greater than ten. For instance, one country vs 15 countries of the EAC.

• Italicise names of books, magazines, newspapers and other publications.
GOOD WRITING TIPS

Active language:
Though some scientific writing demands use of the passive voice, communication materials for internal and external audiences should be active. So activate the verbs. Use strong verbs such as create, integrate, demonstrate and complete in their simplest forms.

Omit modifiers:
Steer clear of modifiers such as adverbs and adjectives or prepositional phrases. Nine times out of 10 they are not necessary.

Keep it simple:
The best writers make complex ideas seem simple. They use simple sentences to convey those ideas. Achieving such simplicity is not at all simple.

Sentence length:
Written English favours short sentences. As a rule, write one idea per sentence. Avoid sentences with many commas and modifying phrases.

Mix sentence lengths:
Once the short sentence is perfected, try varying sentence length. Nothing is more powerful than a short sentence that comes after a long sentence with many prepositional phrases. It grabs attention

Subjects and verbs:
Start most sentences with a subject followed by a verb. TradeMark East Africa succeeded. This is a full sentence that conveys a powerful message. Of course, the successes will need to be defined as the sentence moves to the right of the page. But it can also be clarified in subsequent sentences.

Be consistent:
When it comes to capitalisation, proper names or punctuation, be consistent. This way if you are wrong, it might not seem like a mistake, but a choice. Jokes aside, consistency breeds reader confidence. It also is less confusing for the reader.

Speak:
Read the words on the screen out loud as you rewrite. The ear will pick up awkward phrases or overly complex sentences.

Proofread:
After the rewriting is finished, the first step of proofreading is performing a spell check. Sometimes those red squiggly lines on MS Word go unnoticed. After that, read the document again. If time permits, close the document, wait five minutes, five days or five weeks and read it again. If possible, print the document and read it on the page.
GRAMMAR TIPS

Acronyms:
Always identify abbreviations and acronyms in the body of a document before using them. Do this even if they are listed in a table.

Split infinitives:
Avoid them, mostly. Sometimes they are acceptable. But “We have to soon go” is never acceptable. As a rule, keep parts of a verb together.

That:
That is never used when referring to a person. It is used to start a phrase that is essential for meaning.

Which:
Used to start a nonessential phrase. For example: The car, which is parked in the garage, needs repairs. When using which, a comma is necessary.

Who:
Refers to a person. It cannot be used for a thing, organisation or company.

Italics:
Used for the full name of publications and books. Also used for non-English words. Do not use it for emphasis.

Bold:
It is used for titles and headings in reports and other documents. Do not bold words for emphasis in a sentence.

Bullets:
There are three rules to remember:
• For a list of one word for each bullet point, use no punctuation except for the last point when a period is used.
• For a list of incomplete sentences, use a semi-colon (;) at the end of each bullet point. Use “and” after the semi-colon on the penultimate point. On the last point, use a period.
• For lists in which each point is a complete sentence, use a period at the end of each point.

Capitalisation:
• Proper nouns, the first word of a sentence, the first letter of each word in a title, days, months, holidays, parts of countries, countries and deities are capitalised.
• Professional titles are capitalised when they precede the name. For example: U.S. President Barack Obama. When the title is a description of the person, it is not capitalised. For example, Barack Obama, president of the United States. Never capitalise a title when it is used in general. For example: President Obama met with the chancellor of Germany.
• In rare cases, terms of art in a particular field are capitalised.
• Do not use capitalisation for emphasis.
• In TradeMark East Africa reports there are specific rules for capitalisation in headings. See formatting tips on the next page for the rules.

Dates:
TradeMark East Africa follows UK English styles. So dates are written 4 May 2012. When just using the month and the year, do not use a comma. For example: May 2012.

Less and fewer:
Less is used when referring to things that can’t be counted. There is less sand in the sandbox. Less is paired with than when referring to numbers or measurements. Fewer is used when referring to things that are plural. There are fewer people in the office.

Quotation Marks:
Always use double quote marks (““). All punctuation goes “inside the quote marks,” she said.
FORMATTING TIPS

Many formatting details can be found in Chapter 2 / Page 19 / templates as an appendix to this reference manual. But here are some highlights.

Font:
Also referred to as type. For text in published materials it is Calibri. For web material it is Verdana. Font size: The size for regular text should be 11 pt.

Paragraphs:
In general, the settings are 0 pt space before and 6 pt space after. Make sure this is set properly in the text. Do not double space.

Paper size: A4

Sentences:
The default should be single spaced. This can change when using bullet points, for example. Do not double space between sentences.

Capitalisation:
In reports, capitalise the first letter of every word in titles and Heading 1 sections. For subsections that use Heading 2 or Heading 3, capitalise the first letter of the first word. The other words are lower case.

Templates:
PowerPoint presentation templates, report templates and stationary templates are the first-stop tools for writing TradeMark East Africa documents. They are available on the organisation’s computers. If not, please see the IT department.

A tip: It is best to use these templates from the start. Some have complex coding that make it time consuming and complicated to cut and paste into the templates.
i. Visual Identity
THE VISUAL IDENTITY AND STRAP LINE

The Graphic Identity is the visual representation of TMEA and it comprises of the following key elements:

- The bold green, blue and yellow lines
- The red diamond with white cut out at the heart
- The font
- The strapline

These guidelines demonstrate how to use the graphic identity and set out rules to ensure that it is applied consistently.
THE VISUAL IDENTITY BREAKDOWN

The Blue, Yellow and Green lines signify the colours of the flags of most eastern African countries affiliated to TMEA.

The red diamond denotes quality and passion for service while the white cut out indicates purity and purpose.

The blue colour used in the typographic element signifies authority and places TMEA as an expert in trade facilitation.

The font family used;
Logo name—Trade Gothic Condensed No. 20
Tagline—Calibri, Italic
are light and reassuring to inspire confidence in the customer
TMEA colours are derived from the Pantone Matching Systems and CYMK equivalents.

### TMEA COLOURS

#### GREEN

<table>
<thead>
<tr>
<th>CMYK</th>
<th>Gradation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C:59 M:0 Y:99 K:0</td>
<td>100% 90% 80% 70% 60% 50% 40% 30% 20% 10%</td>
</tr>
</tbody>
</table>

#### RED

<table>
<thead>
<tr>
<th>P 485 C CMYK</th>
<th>Gradation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C:0 M:95 Y:100 K:0</td>
<td>100% 90% 80% 70% 60% 50% 40% 30% 20% 10%</td>
</tr>
</tbody>
</table>

#### BLUE

<table>
<thead>
<tr>
<th>P 541 C CMYK</th>
<th>Gradation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C:100 M:0 Y:57 K:38</td>
<td>100% 90% 80% 70% 60% 50% 40% 30% 20% 10%</td>
</tr>
</tbody>
</table>

#### YELLOW

<table>
<thead>
<tr>
<th>CMYK</th>
<th>Gradation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C:0 M:0 Y:108 K:0</td>
<td>100% 90% 80% 70% 60% 50% 40% 30% 20% 10%</td>
</tr>
</tbody>
</table>

### Secondary colours

- **Green:** C:59 M:0 Y:99 K:0  
  Resembles the TMEA green at 20%

- **Red:** PANTONE 485C  
  C:10 M:95 Y:100 K:0  
  Resembles the TMEA Red at 20%

- **Blue:** PANTONE 541C  
  C:100 M:0 Y:57 K:38  
  Resembles the TMEA Blue at 20%
LOGO APPLICATION ON VARIOUS COLOUR SURFACES

The colour application of the graphic identity may vary depending on the colour of the surface it is applied on. We use coloured backgrounds based on the TradeMark East Africa brand colour family to denote the vibrancy and dynamism in the trade facilitation that TMEA undertakes.
LOGO APPLICATION ON VARIED COLOUR SURFACES (CONTINUED)

Where the surfaces consist of varying colours and shades that do not offer contrast with the logo as per the examples shown on the previous page, a white band running across and knocking out the background must be applied.
This will end up leaving a berth at the top, bottom and sides of the logo.
This berth is applied at 15% of the logo’s height.
ii. Technical Application
STANDARD GRAPHIC IDENTITY

The TMEA Standard Graphic Identity (Identity) is an official symbol, and any alteration, distortion, re-creation, translation (other than the tagline), or misuse is strictly prohibited. The Identity includes both the logo and brandmark.

It is to be used on all TMEA communications. On rare occasions, however, size, shape, space, or visibility may dictate the use of just the logo or brandmark on certain visual media. Guidance for the logo is shown in detail on pages (x) and for the brandmark on pages (x).

The TMEA Identity is only to be arranged in the one format—vertical—shown on these pages.

It may not appear on the same page of a document or on-screen presentation in any other arrangement.

A number of digital file formats are available for download at TMEA J DRIVE. Each of the files available is optimized for a variety of applications, for both print and on-screen communications, to ensure easy adherence to these guidelines. Do not re-create the Identity under any circumstances. Colors referenced below are described in detail on page (x) of this manual.
LOGO MEASUREMENTS

At 100%, the logo dimensions are 90mm X 46.9mm as shown:

NOTE: The visual identity minimum printable size is 19.2mm X 15mm (as below), anything smaller than that would make the logo lose its visual legibility to the naked eye.
LOGO SIZING

To ensure no distortion of the graphic elements occur, the entire logo should be re-sized as one unit diagonally so as to retain proportion, as demonstrated in the diagram below:

Proportion MUST always be maintained.
INCORRECT LOGO TREATMENT

Though flexibility in application of the logo is allowed, there are limits that aim at maintaining the standard appearance. Here are some examples of incorrect logo treatments.

Never use anything but the approved and provided logo. Do not alter the elements in any way.

The only time that the logo can be used without the tagline is when it falls below 10mm in height, as this will interfere with the tagline’s legibility.

Never reproduce the logo in non-approved colors.

Never stretch or alter the logo’s proportions.

Never attach anything to the logo.

Never use the logo as part of a sentence or phrase.

Never alter the horizontal orientation of the logo.

Never print on top of the logo.

Never flip the logo.

Never use the logo outlined.
IMPORTANT BRAND ELEMENTS

A Three Colour Strip:
This strip should only be created using green, blue and red in a specified sequence and dimensions as shown below.

Note: The blue and green strip stand equal while the red is 0.25% of either.

A Divider:
On this particular element, the only area that never changes is the red, it remains constant whatsoever. See examples below.

The other sections are not to use the red at 100%, but values starting 40% down the same gradient are allowed.
TYPOGRAPHY

Clean, neutral and easy to read fonts have been chosen to represent TMEA’s brand.

For printed materials such as reports use **Calibri** and in electronic media use **Verdana** for clear communication. Refrain from using effects such as bold, drop-shadows, outlines, drop caps, or special effects of any kind with font use.

**Point size 9pt**

**Calibri regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Calibri italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Calibri bold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Calibri bold italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Verdana regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Verdana italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Verdana bold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```

**Verdana bold italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890  ±§!@#$%^&*()_+=-></\|?[]{}','.
```
IMAGES HAVE IMPACT

- Focus on positive aspects of TMEA’s effort.
- Demonstrate “trade facilitation in action”.
- Use one strong image on a cover.
- Select images that are in focus, and that are colourful and bright.
- The selected images should have a human element.
- Include photo credits and captions (Photo captions must include the Who, What, Why, When, Where).
LOGO APPLICATION ON STATIONERY

These standard guidelines aim at ensuring that the logo stands out in any application it is used, thus setting parameters on the minimum size the logo will be applied on various media.
LOGO PLACEMENT ON BUSINESS CARD

Actual size

A.N. Other
Communications Director

t: +254 20 423 5000 / 5220
m: +254 731 564 786
e: other@trademarkea.com

www.trademarkea.com

2nd floor, Equatorial Fidelity Centre, Off Waiyaki Way
P. O. Box 313-00606, Nairobi, Kenya.
LOGO PLACEMENT ON LETTERHEAD

Scaled down to 70% of actual size

HEADER:
(Appears on letterhead)

FOOTER:
(Appears on both Letterhead and continuation sheet)
LOGO PLACEMENT ON COMPLIMENTARY SLIP

Actual size

Growing Prosperity Through Trade

Head Office
2nd Floor • Equatorial Fidelity Centre
Waiyaki Way • Westlands
P.O. Box 313 00606 Nairobi, Kenya

tel: +254 20 423 5000

cell: +254 724 315425
+254 737 423500

email: info@trademarkea.com

website: www.trademarkea.com
LOGO PLACEMENT ON ENVELOPES

DL Size
220 X 108 mm

Scaled down to 70% of actual size

A5 Size
228 X 165 mm
A4 Size
330 X 228 mm

Scaled down to 55% of actual size

A3 Size
446 X 330 mm
SPECIAL GUIDANCE FOR CONTRACTORS

Organizations with TMEA contracts must seek approval from TMEA before printing business cards or using stationery with the TMEA Identity.

Recipients of TMEA funded contracts must prohibit employees from claiming status as a TMEA employee.

TMEA will permit contractors to have the Standard Graphic Identity on business cards only if “TMEA Contractor” is printed above the person’s name.

An example is presented below.
TMEA CONTRACTOR STATIONERY

TMEA will allow contractors to use TMEA stationery only if the correspondence body copy and signature block clearly indicate the author is a “TMEA Contractor.”

Stationery for contractors should be designed as specified, with the following supplemental requirements:

- Correspondence must begin with this statement after the salutation: “I am a contractor of TMEA for (project name)

- Signature block must include:
  <Name>
  TMEA Contractor
  <Title>
  <Signature>

This area should be used for contractor’s Organization and/or TMEA program information
iii. Logo Application on Various Items
LOGO POSITIONING OPTIONS

The logo placement is top right for most layouts.

In bill-boards the logo shifts to bottom right.

The logo also assumes different placement in various different layouts eg. folders, business cards, pens etc All these will stand out as correct as long as the logo is given prominence and applied within the specified brand colours.

The space left on either side of the logo should always be 25% of its height.

Note: this logo placement rules apply to all advertising layouts from Press Ads and posters to billboards.
Nunc ac laoreet lorem.

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.
LOGO POSITIONING ON PRESS ADVERTS

Nunc ac laoreet lorem.
Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.

Nunc ac laoreet lorem.
Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.
Nunc ac laoreet lorem.

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.
PRESS ADVERT EXAMPLE

OUR VISION
A united East Africa with flourishing trade, strong investment and less poverty.

EXPECTED RESULTS BY 2016

- 10% increase in the total value of exports from the EAC region
- 25% increase in intra-regional exports when compared to total exports in the region
- 15% reduction in average time to import or export a container from Mombasa or Dar es Salaam to Burundi or Rwanda
- 30% decrease in the average time a truck takes to cross selected borders

www.trademarka.com

PARTNERS
- East AfricanCommunity (EAC) Institutions
- National Governments
- Private Sector
- Civil Society

HEADQUARTERS:
4th Floor, Westgate Mall, Kenyatta Avenue, Nairobi, Kenya
Phone: +254 20 823 3600, +254 20 823 3601
Email: info@trademarka.com

OUR INVESTORS

TRADEMARK EAST AFRICA GRAPHICS STANDARDS MANUAL

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LOGO POSITIONING ON BILLBOARDS

Colour of the band may vary, as long as it is derived from the corporate colours indicated earlier in the document and exemplified below:

Nunc ac laoreet lorem.
LOGO PLACEMENT ON SHIRTS
LOGO POSITIONING ON COMPACT/FLASH DISCS
LOGO POSITIONING ON CARRIER BAGS
LOGO POSITIONING ON CAPS & UMBRELLAS
PEN BRANDING
LOGO POSITIONING ON PROPOSED FOLDER
INTERIOR SIGNAGE

RECEPTION

ACCOUNTS

ACCOUNTS

RECEPTION

BOARDROOM
VEHICLE BRANDING
STAFF ID CARD & CARD HOLDER

Name: A. N Other
ID No.: 2361718899
Staff No.: 0987
Designation: Chief Accountant
REPEATING BACKDROPS

When creating a televised or heavily photographed event, a repeating backdrop may be used in conjunction with the podium sign. A repeating backdrop will enable the Identity to be seen clearly from many different angles and distances. Banners may be hung in other locations, to greet and inform guests.

NB: The grantees logo must be prominently shown.
HORIZONTAL BANNERS

Nunc ac laoreet lorem.
Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.

VERTICAL BANNERS

Nunc ac laoreet lorem.
Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Mauris vitae ultricies ante.
ROLL-UP BANNERS

Erat venenatis, molestie.

Phasellus accumsan erat venenatis, molestie lacus a, dictum arcu.
INVITATION CARDS

Calligraphic typography may be selected for use in designs for more formal purposes, such as the certificates shown here.

AWARD CERTIFICATE

Calligraphic typography may be selected for use in designs for more formal purposes, such as the certificates shown here.
iv. Templates
1. AGENCY BRIEF

1.1 General note
The agency brief is a detailed explanation of work expected from a vendor. It is used when working with event planning, publication, production, market research and advertising agencies.
The brief should contain each of the 10 sections in bold: Prepared by, Contact, Date, Background, Objectives, Target Market, Themes, Details, Timeline and Budget. The Details section of the agency brief will change depending on the vendor and job to be performed.
The brief is a chance to clarify needs and set a plan to effectively work with the agency. It is also a written document that will help ensure that products or services are delivered according to expectations.

1.2 Formatting note
The agency brief is created on the stationary template available on all TMEA computers. If it is not on the computer, see the IT department. It can be accessed from a MS Word document by pulling down the File tab, clicking on New, clicking on My Templates and opening the stationary template.
As with all TradeMark East Africa documents it is written in Calibri 11 pt type. It uses English (UK), so be sure to set it as the default language.
The document is single spaced with 6 pt before and 6 pt after each paragraph. No double returning/entering on paragraphs.

1.3 Agency brief
Here are step-by-step instructions on completing each element of an agency brief.

1.3.1 Top
• Name: Name of person preparing the agency brief and title;
• Contact: Include telephone and email contacts; and
• Date: This is the date the agency brief was sent.

1.3.2 Background
This is basic information about TradeMark East Africa and what the agency needs to do. Examples include: create a publication, create banners, put on an event or perform market research.
The first sentence of this section should introduce TradeMark East Africa and give a very brief description of the job to be performed.
Standard boilerplate language can be used to describe TradeMark East Africa.

1.3.3 Objectives
This section outlines what is hoped to be accomplished by the job at hand. Objectives can be outlined in bullet points.

1.3.4 Target
This is the target audience for the event or publication or the reason for the research. Again, bullet points are acceptable.

1.3.5 Theme
This is where the broad theme of the job is outlined. It should answer the question: What does the job have to communicate?

1.3.6 Details
The details section will change dramatically depending on the agency or the job.
Examples of details needed include:
• Event planning: Where, What, When, Who, Special needs such as equipment;
• Printing: Publication name, Specs, Elements, Timelines; and
• Market Research: Topic, Sample size, report specifications.
The above list is just an example of what is needed in the details section. Take the opportunity to outline what the job requires to be done perfectly. Outline those needs in the details section.

1.3.7 Timelines
Give exact times and dates of deadlines

1.3.8 Budget
The money. How much is available for the job.
Agency brief

Prepared by: John Mwangi
Date: 3 May 2013

Background: TradeMark East Africa is a relatively new organisation and is holding an event to launch its newest initiative.

TradeMark East Africa (TMEA) is a company limited by guarantee funded by a range of development agencies to promote regional trade and economic integration in East Africa by working closely with East African Community (EAC) institutions, national governments, and business and civil society organisations. TMEA seeks to support East African integration by unlocking its economic potential.

Objectives:
The objectives of the event are to:
1. Introduce the new initiative
2. Highlight and raise the profile of TMEA
3. Raise the profile of investors to TMEA
4. Demonstrate that TMEA is focused on supporting the activities of: EAC, Ministries, Departments and Agencies of EA Countries; Private Sector, and; Civil Society as they work towards EA integration and working closely with the Tripartite (COMESA, EAC, SADC)
5. Demonstrate that TMEA’s work and focus is driven by East Africans

Target Market: The target audience for the event includes:
1. EA country ministry heads
2. Media outlets
3. Private sector business leaders
4. Civil society leaders
5. Partner organisation leaders

Theme: The central theme for the event is focused on the importance of moving the integration agenda forward. The tagline for the event is “Growing Prosperity Through Trade”

This relates to many elements important across East Africa and focused on integration elements such as “it’s time” for:

- Integration
- Reduction in poverty
- Increased trade
- Prosperity
- Implementation

Details: These are the details of the event.
1. Where: TradeMark East Africa offices, Equatorial Fidelity Centre, Second Floor, Waiyaki Way, Westlands, Nairobi, Kenya
2. What: An event featuring two speeches by TradeMark East Africa followed by question and answers. It is followed by a reception with coffee, tea, juice and three kinds of bitings.
3. When: 17:00 Monday, 29 May 2012

4. Who: EA country ministry heads, media outlets representatives, private sector business leaders, civil society leaders, partner organisation leaders. A list of invitees is attached.

5. Special needs: Projector, sound system including a microphone, all required catering equipment.

Timelines: First logistics report by 12 May 2012; final logistics report by 26 May 2012; services provided 29 May 2012

Budget: USD$ 2,000
2. BUSINESS LETTER

2.1 General note
A business letter is a formal mode of communication in which style and form can be as important for setting the tone as substance. A well-crafted business letter demonstrates the professionalism and credibility of the writer and the organisation.

2.2 Formatting note
In accordance with TMEA style, the letter is written in Calibri 11 pt type. It is single spaced with 0 pt before each paragraph and 6 pt after each paragraph. However, for the name and addresses, the paragraph spacing is 0 pt before and 0 pt after.

Use the stationary template. It has been loaded into the computers of TradeMark East Africa staff. It can be accessed by opening a MS Word document, pulling down the File tab, clicking on New and clicking on My Templates. If it is not on the computer, contact the IT department.

Enclosure
If you are mailing the letter and there is something enclosed in the envelope write “Enclosure” here. If there is more than one, write “Enclosures: 3,” for example.

Cc: These days it stands for courtesy copy. If your letter is being sent to others, please include the names the recipients, their titles and their company affiliations.

Cc: John Doe, Deputy Chief Executive Officer Corporate Services, TradeMark East Africa
John Smith  
Chairman  
Rwanda Civil Society Platform  
B.P. 1080  
Kigali, Rwanda  
30 November 2011

Dear Mr Smith  

Re: TradeMark East Africa awards a grant to the Rwandan chapter of the East African Civil Society Organisations’ Forum with stipulations on the Rwanda Civil Society Platform

I am pleased to inform you that TradeMark East Africa has awarded the Rwanda chapter of the East African Civil Society Organisations’ Forum (EACSOF) a grant to fund its research advocacy and communications activities.

As you know, the Rwanda Civil Society Platform (RSCP) serves as the executor of the strategic plan for the Rwanda chapter of EACSOF. Unfortunately, RSCP did not pass the required due diligence test. Significant financial management risks were identified. The organisation received a rating of two on the due diligence report.

As a result, TradeMark East Africa’s senior management has set guidelines governing the grant award. In accordance with TradeMark East Africa’s policies, the grant will be administered based on the following principles:

- In the first six months of the grant, funds will be disbursed in four payments;  
- The disbursements will be made based on scheduled activities for each quarter;  
- Amounts will not exceed USD $100,000 for the first two payments;  
- A due diligence and expenditure evaluation will be conducted before the second and third payments. The evaluation will examine whether RSCP has:
  o Expended funds from the grant in accordance with the agreement;  
  o Adequately documented expenditures;  
  o Taken measures to address the due diligence report findings;  
  o Not had any new financial risks arise since the due diligence report.

Before any funds are released, senior managers of TradeMark East Africa will require RSCP to proceed with recruiting initiatives. In specific, a shortlist of candidates must be finalized for a regional integration coordinator, an advocacy/communication manager, and a financial manager.

Though requirements are attached to the awarding of the grant, TradeMark East Africa acknowledges the significant steps RSCP has taken to address issues raised in the due diligence report.

However, continuous monitoring is necessary to ensure advances are maintained. It is important to note that audits of how the money is spent will be performed regularly.

We kindly request that RSCP implement the risk mitigation measures outlined above as soon as possible.

In closing, please accept my sincere congratulations on the grant award and my wishes for your success.

Sincerely,

Jane Doe  
Country Director Rwanda  

(If there is an enclosure in an envelope, note that here)

Cc: John Doe, Deputy Chief Executive Office Corporate Services, TradeMark East Africa
3. CASE STUDY - LONG

3.1 General notes
In contrast to the one-page case study, the goal of this document is to reach an audience interested in more details. Still, this is not a full-blown report on the project such as the Programme Quarterly Progress Report. For the header, give the name of the project or the case. The subhead is “Case Study.” The case study should not exceed five pages. No section should be longer than 250 to 300 words. The typeface is Calibri 11 pt.

Format: The document is single spaced. The space after paragraphs is 6 pt with no space before paragraphs. Do not double space between paragraphs. The section heads are in bold. All of them. This differs from the capitalisation rules for a report. Photographs can be added in the photographs section at the end. Or, if preferred, they can be placed throughout the text. If dispersed through the document, eliminate the photographs section. For both methods, cutlines must be included. More on cutlines in the photographs section.

3.2 Text box
The Case Study – Long includes a text box on the front page. It can be created by drawing a text box of about 18 by 7 centimetres. The box fill is blue and the RGB colour is: R0; G83; B155. The typeface is white. As always, the typeface is Calibri 11 pt. The box is created as a Text Box with Fill.

3.3 Case study

3.3.1 Context
In this section, provide some basic details of the context in which the case under study exists. This could be background about the country, essentials about organisations involved or information about people. In the example, the writer presented basic information about the new revenue authority and some details about Burundi. This section should be short.

3.3.2 Issues
This section outlines the problems that the project aims to fix. It should:
• Describe the problems and provide an example or anecdote that illustrates that there is a problem;
• Provide some context so readers understand why this is a problem for a particular country, region or people; and
• Use tables or charts with data that illustrate the problem.

3.3.3 Method
The method section outlines the steps undertaken to address the problem. The section outlines which activities or interventions were undertaken, where the activities or interventions took place and who benefited. Be specific.

3.4 Results
This section describes what has been achieved to date.
• Start with the money. Was there an impressive amount of money realized or saved through the project’s efforts? If so, start with that.
• List all of the project’s achievements.
• Use charts and tables to demonstrate successes.

• Be specific about figures, dates and numbers of people impacted.

• If the project has received any good media attention or praises from government or other officials, include examples here. If you can include a complementary quote, do so. Remember to set a quote off in larger margins and put it in italics. Credit the writer or speaker.

3.5 Impact
How have the results of the project changed the context or affected the issues? The section should also focus on how and why the results mentioned in the previous section are sustainable, or not, beyond the implementation period. In this section, go back to the Context and Issues sections and refer to the items discussed in those sections.

3.6 Innovations
Did this project do something new? Was a new procedure or practice invented for this project? Include innovations in methodology or technology. If a practice is common in another part of the world, but new to the area where the project is implemented, highlight it.

3.7 Challenges
Were there any unusual circumstances that made this case special? For example, were there language barriers that were overcome or endangered species taken into account? Was the project impeded by corruption or bad weather? Please outline these situations. If the challenge was overcome, write about that success. If not, note that the challenge remains a factor for those carrying out the project.

3.8 Lessons learned
What lessons were learned from the project? What new understanding has been gained from the experience? This section should present clear details about the lessons learned, the benefits of learning from the lessons and suggestions for how the information learned may be used in the future.

3.9 Who benefits
This is the human-interest part of the case study. This section should feature an anecdote about a person or situation affected by the project. This section may require a phone call or two. But it is here to show that TradeMark East Africa is engaged with the project enough to know how it affects the folks on the ground.

3.10 Long-term effects
The results and success of the project have been outlined above. But this section asks for details about secondary effects of the project. Are there project results that will have a legacy that is not the direct intention of the project? For example, building a new tax revenue authority and system is expected to increase revenue to the country. But did this increased revenue or the experience of building the system lead to the need for new tax regulations that were successfully passed and are benefiting trade in the country?

3.11 Photographs
Please provide at least four photographs of scenes from the project or images that represent the work being done. As mentioned above, these photographs can be dispersed through the document or presented in this final section. Regardless of how photographs are handled, each must be accompanied by a cutline, a short sentence that describes the scene. Please identify people in a photo by name, title and organization. Please give the exact name of the place where the photo was shot. Remember that some people only look at the photos. So do not use abbreviations. Spell out all organisation names. Also, please credit the photographer.

An example cutline:
Josephine B. Doe, an accountant in the new Office Burundais des Recettes (OBR), counts tax revenue in her Bujumbura office. Photo by Jane Smith.
4. CASE STUDY – ONE PAGE

The one-page case study is a common communication tool that provides readers with details without overwhelming them. It can be used for multiple audiences.

4.1 Formatting note
The Case Study – One Page differs from the majority of TradeMark East Africa communication documents. Instead of 11 pt, the text is in 10 pt. The headers are in 11 pt. The type is Calibri.

4.2 Case study
The one-page case study has five sections to it: Name, Objective, Results, Description, and Contact. The following is instructions on how to complete each section.

4.2.1 Name
Full Name of the Project (If there is a catchy acronym put it in parenthesis after the full name.) All section headers such as “Name:” should be in bold followed by a colon.

4.2.2 Objective
In this section, give a brief overview of the project. Remember, this is a one-page case study. The section should:
• Begin by restating the name of the project;
• Include a full reference to TradeMark East Africa and its role;
• Name the implementing agency - names not in English such as Office Burundais des Recettes should be italicized;
• Offer a summary of the top project goals no more than two or three sentences;
• Note the amount of funding available for the project;
• Note the length of the project;
• Note the name of the donor organisations; and
• End with two sentences about TradeMark East Africa as it relates to the project.

4.2.3 Results
This may be the most important section of the case study. Choose one or two of the top achievements and highlight them here. If there is an impressive amount of money realized or saved through the project’s efforts, start with that.

4.2.4 Description
This section explains what the project does. The emphasis is action, so use strong verbs such as works, achieves, improves, or creates. By explaining the actions of the people involved in the project, this section is also an opportunity to highlight more results. In addition, it might be helpful to the reader if the context is explained. Does this project complement other TradeMark East Africa projects or fit in with other regional integration efforts?

4.2.5 Contact
Provide names of project contacts and email addresses.
BRINGING IN THE BUCKS IN BURUNDI

Results
So far the project has generated impressive fiscal results and it is estimated that it will have a pay-back period of less than five months. In the quarter ending 30 September 2010, OBR collected 10 million Burundian Francs more than the amount collected in the previous quarter. It didn’t end there. The following quarter produced an even larger fiscal dividend. Year to year, revenues have risen 25 per cent.

Objective
TradeMark East Africa’s Bringing in the Bucks in Burundi project is part of an initiative to assist the country’s new revenue administration, Office Burundais des Recettes (OBR). Under the leadership of the country’s Second Vice President, Burundi aims to improve its position in the World Bank’s Doing Business index. Implemented by OBR, the project works to achieve this goal by updating the revenue administration’s procedures so it can increase tax compliance and reduce the cost of doing business in Burundi. The five-year project has received £11 million in funding from the British Department for International Development (DFID).

TradeMark East Africa promotes regional trade and economic integration in East Africa. By working with institutions, national governments, businesses, and civil society organizations in the East African Community, TradeMark East Africa seeks to foster integration and unlock the economic potential of the region. It is funded by a number of development organizations including DFID.

Description
TradeMark East Africa’s collaboration with OBR began with a vast recruiting effort that included the recruitment of OBR senior managers and heads of divisions. The first commissioner general for OBR started work in June 2010. OBR has conducted an open and transparent recruiting process. The agency received 9,000 applications for 354 jobs. The top 2,600 applicants were given a skills examination. The top third of those taking the exam were interviewed and contracts will be signed soon. Burundi has not seen a transparent recruitment of this size and OBR has established a recruitment benchmark.

TradeMark East Africa is also assisting OBR with its computerisation programmes. OBR purchased ASYCUDA World for its customs operations and SIGTAS for its domestic tax operations. Computerising its border posts and putting in place effective controls on high-value imports such as petrol and other excisable goods will bring significant improvements to Burundi’s revenue performance in the immediate term.

TradeMark East Africa, OBR and the International Monetary Fund have partnered to assist Burundi as it reforms its tax laws and creates a tax procedure that will provide uniformity for all tax procedures OBR administers. The new laws will be similar to legislation in other East African states and will facilitate tax harmonisation across East Africa. OBR has also been involved in the East African Revenue Authorities forum and other East African countries have agreed to assist OBR with rapidly training new recruits and to share information on best practices in tax and customs administration.

TradeMark East Africa has assisted OBR in developing a strategy to increase the speed of trading across borders. A feasibility study for a One-Stop Border Post at Kobero, the main border post with Tanzania, was completed. Efforts are underway to operationalize One-Stop Border at the main crossing points with Rwanda. Computer systems aimed at providing a “single window” at border crossings are under review.

Contact
Dave Beer and Tim Lamont;
burundi@trademarkea.com
5. COUNTRY PROGRAMME FACT SHEET

5.1 General note
The Country Programme Fact Sheet is a document that can be used for many audiences. The fact sheet is formatted so that it can be easily printed onto already created colour stationary. This stationary is available in all TMEA offices. If not, contact the communications group. To fit on the stationary, the fact sheet must strictly conform to the set format. The margins must be set at: Top: .04 centimetres; Bottom: 0 centimetres; Left: 1.75 centimetres; Right: 1.75 centimetres. At the top of the page, text must start after 2.5 centimetres; at the bottom of the page, the text must stop by 24 centimetres.

5.2 Elements
The fact sheet is a one-page document divided into four sections: Country Snapshot, Country Programme Objectives, Projects and Goals. Use capital letters for the first letter of each word in the section headings as shown above.

5.2.1 Country snapshot
In this section, outline basic facts about the country. Information starts with the name of the country and a brief description of its essential characteristics such as population or geography. The next sentences describe the country in context of the key issues it faces. Limit the issues to those that relate to TradeMark East Africa’s mission. The country’s progress toward fixing these issues should be noted. In addition, the country’s progress toward achieving key elements of regional integration should be noted. The section should be no more than two paragraphs or eight to 10 sentences. Please note that any sentence of more than 22 to 25 words is too long.

5.2.2 Programme objectives
• This section is a bulleted list of the country programme objectives.
• Each objective starts with a strong action verb in the simple present tense.
• The objectives should not take up more than one and a half lines. Include no more than four or five objectives.
• The spacing between paragraphs for the bulleted list changes from 6 pt to 0 pts.

5.2.3 Projects
• This section is a bulleted list of projects undertaken by the country programme.
• Use the full title of the project followed by a colon and a five to 10 word description.
• If the project does not have an official title, give it a general name that can seem like a title followed by a colon and the short description. Note: Only official titles are capitalized.

5.2.4 Goals
• This is a bulleted list of the key goals of the country programme.
• Include only the top three or four goals.
• Note that the spacing for the bulleted list is the same as above. Also note that there should be two paragraph spaces between Country Programme Objectives, Projects and Goals.
• If the writing takes up more than one page, go back and cut.

5.2.5 Contact
Provide the full name and email address for the contact.
**Country programme fact-sheet**

**Goals**
- 30% decrease in the average number of hours it takes a truck to cross the border into Burundi by the end of 2013;
- 50% of Burundi’s regional integration strategy targets implemented on time;
- 50% of the advocacy campaigns implemented with partner organizations meet quality standards.

**Country Snapshot**
Burundi is a landlocked country with a population of about 10 million. The Burundi government recognizes that sustaining rapid economic growth and reducing poverty is necessary. Their key to success is deepening regional integration, removing regional trade barriers and lowering transport costs. The government has made regional integration a key economic and foreign policy objective and has established an ambitious timetable to achieve this goal.

The East African Community’s Customs Union and Common Market Protocol have been signed, but they have not yet been implemented fully. Preparations for a monetary union and eventual political federation are underway. To date, a number of successes have been achieved. Revenue tax collection has increased and the time and costs of incorporating and registering a new business have decreased.

**Burundi Programme Objectives**
- Reduce transport and other costs along key corridors in East Africa;
- Assist partner states as they implement a comprehensive framework for regional integration;
- Support private sector and civil society as they influence regional integration policies and practices for growth in trade;
- Support the country’s revenue authority as it continues to increase tax collection.

**Projects**
- Office Burundais des Recettes support: Assists the country’s revenue authority;
- Kibero/Kabanga One Stop Border Posts: A project to decrease border crossing delays;
- Bureau of Standards support: A project to improve the bureau’s product testing efficiency and implementation of EAC regulations;
- Support for ministries and development agencies: Aims to increase the implementation of EAC decisions and protocols;
- Media campaign: An effort to educate and train media on East Africa integration;
- Private sector and civil society support: Assists these organizations as they influence regional integration policies and practices.

**Quick facts**

**Contact**
Dave Beer and Tim Lamont;
burundi@trademarkea.com

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Head Office • 2nd Floor • Equatorial Fidelity Centre • Waiyaki Way, Westlands
P.O. Box 313 00606 Nairobi, Kenya • tel: +254 20 423 5000 • cell: +254 724 313 425, +254 737 423 500 • email: info@trademarkea.com • website: www.trademarkea.com
6. EMAIL

In general, emails can be less formal than business letters.

6.1 Writing
- Emails should be written in Verdana 11 pt font.
- Greetings: Think of the audience. If it is a friend and colleague in the office, it is probably fine just to start writing the note or starting with Hello or the person’s name. When writing to an out-of-office business associate, start with a more formal greeting such as “Dear.”
- Body: Use full sentences and proper grammar. Proofread before sending.
- Ending: Again, think of the audience. Sometimes “Sincerely” or “Yours sincerely” will be appropriate.
- Always use the email signature or e-signature outlined below.

6.2 Remember
- Email from your TMEA address remains a business communication.
- Never write anything that would embarrass you if it were read out loud in a crowded room.
- Keep emails professional; steer clear of inappropriate language or jokes.

- Sensitive topics are handled best with a phone call or a face-to-face conversation. Don’t use e-mail as an excuse to avoid personal contact.
- Use sentence case. USING ALL CAPITAL LETTERS LOOKS AS IF YOU’RE SHOUTING.
- Use the subject field to indicate content and purpose.
- Remember that your tone can’t be heard in e-mail.
- Do not use email to discuss confidential information.

6.3 Signature
Do not include personal mottos or inspirational sentences that have not been approved.

6.3.1 Elements
1. Full name of sender;
2. Full title of sender;
3. TradeMark East Africa;
4. Mailing address;
5. Landline telephone number and mobile telephone number;
6. TradeMark East Africa’s website URL; and
7. TradeMark East Africa logo.

6.3.2 Instructions
1. Please spell out full name.
2. Please spell out full title.
3. TradeMark East Africa is included because the logo does not make it clear that ‘TradeMark’ is one word with an uppercase M. This is a courtesy to the recipient who may need to reply using the full name of the organisation.
4. This is both the snail-mail address and the address that can be used for DHL or Aramex packages. The physical address is on one line, with elements separated by commas. The snail-mail address is on one line with elements separated by commas. None of the words are in all capital letters.
5. The landline must be included. For those who conduct company business by mobile phone, the mobile number is also necessary. Those who do not use their mobile for business calls need not include it on the email signature.
6. The website allows the recipient to easily access more information about TradeMark East Africa. http:// is assumed.
7. The logo is a branding essential.

6.3.3 Skype note
Though Skype is a frequent form of communication, it is not included in the email signature.
Dear Jane

Thank you so much for taking the time to speak with me on the phone today. As you requested, I am attaching my first draft of the quarterly report to this email.

As I thought about it, I realize I do need a memory stick drive of the templates for the project fact sheets. Can you send them to me by DHL. The address is below.

Thank you for your help.

All the best

John

John Doe
Programme Officer
TradeMark East Africa
Equatorial Fidelity Centre, 2nd Floor, Waiyaki Way, Westlands
P.O Box 313, 00606 Nairobi, Kenya.
Tel: +254-20-4235217; Mobile: +254-721-873019
http://www.trademarkea.com
7. FAX COVERS

To ensure universal standards, a fax cover template is available in Microsoft Word and Adobe Acrobat for download at TMEA J DRIVE.

The fax cover fields may be completed in the electronic template and printed out individually, or a quantity of blank fax covers may be produced and completed by hand.

The copy for the fax cover should be set in 10pt Calibri on 14pt leading. All text should appear left justified. All text is set in black ink only, for maximum transmission clarity.

Contact details in order as shown:
- Date
- Total pages
- Attention
- Organization
- Fax number
- From
- Organization
- Phone number
- Comments

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<table>
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<td>COMMENTS</td>
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- URGENT
- REPLY ASAP
- PLEASE COMMENT
- PLEASE REVIEW
- FOR YOUR INFORMATION
8. EXTERNAL JOB POSTING

8.1 General notes
The external job posting is a format determined by the human resources department (HR). It alerts the public about career opportunities at TradeMark East Africa. The information required for the posting must be delivered to the HR staff.

Information required includes:
- The name of the position including a very short tagline that denotes the department or subject matter of the advertised post;
- The deadline by which applications must be received;
- The time when interviews are expected to be conducted;
- The expected deadline for the position to be filled;
- The completed job description form; and
- Your contact information including direct telephone number and email address.

Instructions on the job description form are handled under the Job Description section.

8.2 Formatting
The information must be delivered to HR on the TradeMark East Africa stationery. The template is available on all computers provided to TradeMark East Africa staff. To access the template, open a MS Word document, pull down the File tab, click on New, click on My Templates. If the stationery is not on the computer, contact the IT department.

As always, the type is Calibri 11 pt. A bullet point list is an acceptable way to present the information. For an example of an External Job Posting, see appendix eight.
9. FAQ SHEET

9.1 General instructions
The FAQ or Fast Facts sheet is created as an easy-to-read presentation of basic information so audiences can better understand TradeMark East Africa and its mission or the mission of a project or programme. The goal of the FAQ presentation is to be simple and straight forward, requiring little participation from the reader. The presentation is a question and answer format.
FAQ sheets can be created on any number of topics. It is good for any audience.
As with all TradeMark East Africa documents, the typeface is Calibri. “Fast Facts” is written in 18 pt. The questions are in 11 pt. bold and the answers are in 11 pt regular font. The header remains the same: TradeMark East Africa, Supporting East African Integration and the logo.
The document should be created on A4 paper in landscape format with two columns. The FAQ sheet is one page. It can include the red question mark art, which is available on the J-drive or from the communications department.

9.2 Questions
Questions should start with questioning words: What, Where, How, Why? They should be short. Do not ask multipart questions. If the question begs a follow-up, just ask the next question. Each question is followed by a question mark (?)

9.3 Answers
The answers should also be short. It can be helpful to use bullet points when providing a list of services or donors, for example. If the answer gets complex, it is time to ask another question. The topic can be covered completely; it just may need multiple questions and answers. The more questions asked and the shorter the answers, the better. Remember, the FAQ format is an opportunity to provide nuggets of information, not complex explanations.

FAQ’s

What is TradeMark East Africa?
TradeMark East Africa is a company limited by guarantee that supports regional trade and integration in East Africa. It works closely with East African Community (EAC) institutions, national governments and business and civil society organisations.

What does TradeMark East Africa do?
TradeMark East Africa works to unlock the region’s economic potential by focusing on:
• Reducing transport and other costs along key corridors in East Africa;
• Assisting EAC institutions as they develop comprehensive frameworks for regional integration;
• Engaging private sector and civil society in efforts to positively influence regional integration policies and trade growth practices.

Where is TradeMark East Africa?
Headquarters are based in Nairobi, Kenya. TradeMark East Africa also has offices in Arusha and Dar es Salaam in Tanzania, Bujumbura in Burundi, Kampala in Uganda, and Kigali in Rwanda.

Why does TradeMark East Africa exist?
TradeMark East Africa is dedicated to East African integration and the goals of achieving a united East Africa with flourishing trade, strong investment and less poverty. TradeMark East Africa is a unique organisation based on the private sector model of fast, flexible and results oriented delivery of its vision.

What are TradeMark East Africa’s goals?
By 2016 TradeMark East Africa expects to have:
• Increased the total value of exports from the EAC by 5 per cent;
• Increased intra-regional exports when compared to total exports in the region by 25 per cent;
• Reduced the average time to import or export a container from Mombasa or Dar es Salaam to Burundi or Rwanda by 15 per cent;
• Decreased the average time a truck takes to cross selected borders by 30 per cent.

How does TradeMark East Africa operate?
Partnerships are an essential aspect of how TradeMark East Africa works. Partners include the EAC Secretariat, national governments, civil society and the private sector. The organisation relies on regional and country programmes that initiate projects focused on issues such as increasing tax revenue and shortening the time it takes for traders to cross borders. Among its largest projects are One Stop Border Post implementation and construction, support to revenue authorities, work at ports, assistance to ministries of the EAC and the private sector.

How is TradeMark East Africa funded?
TradeMark East Africa is a multi-donor organization that receives funding from the Belgian, Danish, Swedish and British governments and the World Bank. TradeMark East Africa continues to build its donor base and works with the public and private sector.
10. BIOGRAPHY

Every senior TMEA official should have a biography. An official biography template is available in Microsoft Word for download at TMEA J DRIVE.

This will be for the Country /Programme Director. The biography follows this basic formula:

- Start with the beginning date of current job (the person’s name, has served as TMEA, title, location/post).
- In this position (add information about job successes or country/program details).
- A .......... (Or career employee, political appointee, etc.), NAME has served TMEA for NUMBER years in .......countries and/or NUMBER years at headquarters in Nairobi, Kenya. (Include specific dates, past job titles, and relevant information about programs).
- NAME has had an extensive career with TMEA (use another paragraph to elaborate on past positions if needed).
- Before joining TMEA, NAME (add experience prior to TMEA, include dates, organizations, locations, job titles, and work).
- The second to last paragraph should include information about published materials, awards, Languages, other experience, boards of directors, charity or community work, etc.
- NAME is from CITY/STATE and is a graduate of COLLEGE/UNIVERSITY/DEGREE (include both undergraduate and graduate information).
- Employees may add personal information, such as spouse or children, if desired.

This template can be used for desktop publishing and creating Adobe Acrobat PDF files.

For security purposes, contact the communication team before posting biographies on the Internet or distributing publicly. Biographies tell the story of our employees. It is important for TMEA to showcase the expertise of our senior people. A standard biography should be developed for all Programme Directors and Programme Managers.
11. IMPACT STORY

A compelling way to tell our story is a priority. An official success story template is available in Microsoft Word for download at TMEA J DRIVE. This template can be used for desktop publishing and creating Adobe Acrobat PDF files.

Impact stories help us to educate people about the successes achieved through TMEA support. An impact story uses a photo and approximately 500 words to explain the impact TMEA has had on an individual or community. The narrative starts by introducing the character, conflict, or opportunity. The middle paragraphs describe the program, and the final section ends the story with a powerful close.

• Good headlines are short, simple, and summarize the story.
• Intro copy and pull quotes highlight key points.
• Photographs are colourful and depict action.
• The lead grabs the reader’s attention
• Body copy details what TMEA did and funded.
• The summary explains what changed and who benefited.
12. POWERPOINT PRESENTATIONS

12.1 Template
PowerPoint presentations must be delivered using the established TradeMark East Africa template. The template is available on company computers simply by opening a PowerPoint presentation. If it is not on the computer, contact the IT department.

12.2 General tips
• Use the template provided by TradeMark East Africa.

• Have an outline. The slides illustrate a presentation. So have the presentation ready, perhaps in an outline, before opening PowerPoint.

• Don’t put your entire presentation in PowerPoint and read it. The slides offer visual cues to assist your listeners as they process the information you are presenting.

• Present only one idea at a time.

• Do not overload slides. Put no more than two or three items on the screen at once.

• Do not write paragraphs. Use bullet points, photographs, graphs or charts.

• Keep special effects simple; refrain from using flashing graphics or cheesy illustrations.

• Use the PowerPoint transitions sparingly. They can be distracting.

12.3 Formatting
• Use Calibri font. Do not mix and match fonts.

• Make headlines at least 40 pt.

• Make text at least 32 pt.

• Do not centre text; it looks amateurish.

• Use dark font on the white background.
13. PRESS RELEASES

13.1 General note
Press releases are an established way of attracting attention, especially the attention of the news media. Increasingly, though, it is a form of news delivery itself. A good press release is confined to one page.

13.2 Elements
Press releases include for immediate release or embargoed, contacts, a headline, a dateline, a first paragraph, the body, the end, and a note to editors. The following is a discussion of each of the elements.

13.2.1 For immediate release
This appears at the top of the page in all capital letters if the information can be used immediately. If not write EMBARGOED UNTIL .... (Add the date that the information can be released.)

13.2.2 Contacts
Contacts:
Add name of principle contact
Provide contact’s full title at TradeMark East Africa – spell out the full name.
Provide contact’s phone numbers, office and mobile.
Provide contact’s email address.

13.2.3 Headline
Write a headline in bold
It is best to write headlines after the entire press release is written. Though news organisations have staff members that write headlines, a press release headline must be catchy enough to grab attention of busy reporters and editors. If the news of the press release involves a large sum of money awarded, generated or saved, make sure the amount is in the headline.

13.2.4 Dateline
Dateline is the name given for a line that includes the date and the place where the news is occurring. It should read, for example: Dar es Salaam, 15 September 2011 _ . TradeMark East Africa style calls for UK English, thus the date is written as above. If the press release is going to news organisations in other countries, add the country, in this case Tanzania, after the city. The dateline is in bold.

13.2.5 First paragraph
The first paragraph of a press release must summarize all the basic details of the press release. It must include the Who, What, When, Where, Why and How. Do not put it in bold type. Place it after the dateline. If the news involves a large amount of money being awarded, generated or saved, put the figure in the first paragraph.

13.2.6 Body
The body of the press release should include the essential details needed for a news story. Include quotes from newsworthy figures including politicians, public officials, public figures and celebrities.
Avoid acronyms. News reporters must be masters of many subjects and they don’t know all the acronyms of any particular field. Also, it is best to spell out TradeMark East Africa in each reference. The press release must only be one page.

13.2.7 End
Clearly decararate the end of the press release with – End – or ###.

13.2.8 Notes to editors
On the second page of the press release, include basic information about TradeMark East Africa. This can feature standard boilerplate language commonly used to describe the organisation. It can also include more standard information about the country programme or regional programme involved in the news.

13.2.9 Interviews
End the note to editors with a way to schedule interviews. This can be a reminder of how to contact TradeMark East Africa or point the reader to another source of information.

13.2.10 Press release guide
For an excellent guide on how to write press releases see How to Write a Press Release that Grabs the Media. It is appendix 14.
Press Statement

VIVAMUS AT EST A DIAM ELEMENTUM PORTA. PRAESENT PHARETRA TORTOR LIBERO.

Sed porttitor dolor in libero condimentum, quis ultricies diam tristique.


14. BEFORE AND AFTER

Before & after photographs showcase dramatic improvements.
Two photos taken of the same place, but at different times, is one of the best ways to demonstrate the impact of TMEAs involvement.
The photos are placed next to each other for a quick comparison; each has a 50- to 100-word caption noting the differences.
Intro copy and a 150- to 250-word sidebar add context and detail.

- Before photo captures the conditions before TMEA’s involvement.
- After shows how the same situation has improved with TMEAS’s assistance.

RWANDA

Before and After

Vestibulum at lacus sit amet sem scelerisque vitae non ipsum.
Before.


After.


Contact
Dave Beer and Tim Lament;
burundi@trademarkea.com
15. APPENDIXES

15.1 Agency Brief
15.2 Business Letter
15.3 Case Study Long
15.4 Case Study – One Page
15.5 Country Programme Fact Sheet
15.6 Email
15.7 Fax Covers
15.8 External Job Posting
15.9 FAQ sheet
15.10 Boigraphy
15.11 Impact Story
15.12 Powerpoint Presentations
15.13 Press Releases
15.14 Before and after