



## **MILESTONE 1: Updated Project Implementation Plan for AID-OAA-F-13-00046**

*Submission Date: August 21, 2013*

*Description: Gantt chart with 3-5 pages of narrative that summarize the project's plans, noting any changes since the proposal*

### **Background:**

Mozambikes Limitada, a Mozambican social venture, develops and delivers affordable and reliable bicycles to rural people in Mozambique through an innovative social impact enterprise model. The price point for consumers is low because customers purchase business advertising (i.e. their corporate colors and logos) that Mozambikes paints on bicycles bulk sales to their employees, communities or other shareholders. As a second channel, these clients can also elect to just advertise and allow the Company to retail the bicycles for deeply reduced prices. Mozambikes solves the need for efficient, accessible, and reliable transportation with affordable and sturdy bicycles and can open up opportunity, autonomy, and employment and improves quality of life in developing areas. Mozambikes is the first provider seeking to improve the quality of bicycles in the market, make them truly affordable, provide training and after-market service, and build a complete bicycle industry in Mozambique.

### **Overview of DIV Funding Project Plan for "USAID and Mozambikes Program for Increasing Bicycle Usage and Safety to Fight Poverty in Mozambique"**

As the Company is beginning to see proof of the value of the bicycles to its advertising clients, as well as the powerful social benefits to end-users, Mozambikes finds itself positioned for growth. The Company has identified a variety of short term goals to bring the business to the next stage:

- 1) Build out its sales effort to organically grow the business, and fully test the business and social impact model;
- 2) Expand the product offering with new bicycle technologies;
- 3) Increase Bicycle Awareness and Safety; and
- 4) Develop a system for M&E.

### **Updates Since Final Application**

The updated implementation plan marks very few changes from the final, approved application for this program besides the delay of the start date beyond expectations at time of approval. None of the targeted activities have been changed in inclusion or scope. Small adjustments have been made in the timeline (as outlined in the Gantt chart in attachment). These changes are largely a result of acknowledgement of local holiday seasons rather than changes in the Company's plan. For instance, the Company has decided to contract the intern in January 2014 so that the intern's project commences following the holiday break. Also, the slight delay of a very large order has led us to delay the purchase of the subsequent container until September 1, and therefore we will hire the Sales Director in late-September (1 month prior to the arrival), or 15 days after the original plan. Lastly, the revised plan spreads out the activities in a more even manner, whereas they were previously rushed a bit in the front of the period.



## Detail on Activities and Implementation Plan

### **Activity 1. Building out Sales Effort and Fully Testing the Business and Social Impact Model**

<b>Rationale</b>	<b>Plan to Implementation</b>
<p>This goal involves bringing on a full-time Sales Director. Aside from production of the bicycles, Sales and Marketing is a crucial function within Mozambikes. The innovative model complicates the salesperson job, as Mozambikes must pitch branding to companies as well as final bicycles to rural and urban users in distinct campaigns. A Sales Director will also expand our network of retailers, acquiring new clients and provide customer service for existing clients while executing the new monitoring and evaluation system with feedback from these clients. Moreover, the salesperson will need to work very closely with the production team to ensure timelines are met and branding completed to specification by client. Aggressive sales activities have been highly effective thus far, but the sales role is currently shared by the Founders, who spend a considerable amount of time on Management, Strategy, Financing and other tasks in addition and therefore the potential impact has been diluted. In the future, Mozambikes expects that it will have a full team of Salespeople, with each focused on a specific channel, and so the Company is seeking a Sales Director that has the capacities to build and manage a team.</p>	<p>The concrete steps to implementing this activity include:</p> <ol style="list-style-type: none"> <li>a) Design of a scope of work in English and Portuguese with deadline for application</li> <li>b) Dissemination of the scope of work among our contact network, social media, local websites (Mozeventos, Club of Mozambique, etc.) and local universities (UEM, Instituto de Gestão, etc.)</li> <li>c) Interviews with top candidates</li> <li>d) Selection of new Sales Director, negotiation and contracting (1 month Milestone)</li> <li>e) Formal training sessions of internal company policies/protocols, initiatives, values, programs, products (1 week)</li> <li>f) External training, whereby the Sales Director will accompany the Founders as they attend various meetings (1 month)</li> <li>g) Probation period (3 months)</li> </ol>



**Activity 2. Expanding Product Offering through Developing new bicycle technologies, Organizing a local association to weave bicycle baskets and Building a network of entrepreneur technicians.**

Rationale	Plan to Implementation
<p><i>Developing new bicycle technologies.</i> The Company seeks to purchase locally where possible. We have received significant interest for a number of bicycle technologies, such as trailers, ambulance trailers and bicycle racks fit to the rear carrier and want to develop partnerships with local metalworkers to produce these technologies in Mozambique. While the Company believes that these technologies can be developed in Mozambique, there is some funding that would be required to hire an engineer to test materials and designs and prototype such products. The trailer attachments must be developed to fit the bicycle, with effective connections to the bicycle and must balance in terms of weight, comfort and size for the bicycle user. Mozambikes is seeking funding to develop prototypes for a bicycle trailer and bicycle ambulance at this time.</p>	<p>The concrete steps to implementing this activity include:</p> <ul style="list-style-type: none"> <li>a) Research and shortlist potential partnerships to develop prototypes</li> <li>b) Select partner and devise plan for engineering and general training for production</li> <li>c) Production of first prototypes and market testing (18 month Milestone)</li> </ul>
<p><i>Organizing a local association for baskets.</i> Currently, we are exploring production of bike baskets with a women cooperative. We have started commissioning prototypes and are currently speaking with women leaders about the project. The Company will use the grant to fund legal costs in setting up their association and material and training costs in making sure they produce the best product.</p>	<ul style="list-style-type: none"> <li>a) Research and shortlist potential communities/women’s groups to weave bicycle baskets/bicycle accessories</li> <li>b) Select partner and begin legal formation, as well as general training for production</li> <li>c) Production of first locally-produced baskets (18 month Milestone)</li> </ul>
<p><i>Technician Network.</i> Mozambikes believes that after-market service is fundamental to providing a sustainable solution to poverty. However, this service need not be provided by the Company. Mozambikes plans to build a network of entrepreneurs nationwide to provide this service for bicycles in their region. Mozambikes will recruit nationwide to develop “Certified Technicians” which will receive regular training on bicycles and basic business management, as well as signage and other assistance. The network is expected to grow to thousands of technicians earning supplemental incomes fixing the growing base of Mozambikes. The</p>	<ul style="list-style-type: none"> <li>a) Recruit intern to develop and execute organization of technician’s network</li> <li>b) Train inter locally and produce first plan for technician’s network (geographical roll-out, plan for recruitment and assembly, first presentation, system of communication, ongoing relations and growth)</li> <li>c) Intern travels to different districts to implement plan, documenting journey and revising initial plan where necessary (18 month Milestone)</li> </ul>



Company seeks funding to develop, organize and train this group of entrepreneurs.	
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### Activity 3. Increased Bicycle Awareness and Safety

Rationale	Plan to Implementation
<p>The goal to increase bicycle awareness and safety has a direct triple bottom line impact. By organizing and educating people about cycling, a new market for bicycle users will emerge (economic). Improving the conditions for these cyclists will reduce any harm to riders in the roads (social) and reduce emissions when such riders trade off from motorized transport (environmental). The first activity in this category is to produce and disseminate safety materials and events.</p>	<p>The concrete steps to implementing this activity include:</p> <ul style="list-style-type: none"> <li>a) Graphic production of safety materials, including various individual signs as well as continued “story” following a Mozambican family as they learn the lessons of cycling</li> <li>b) Planning and implementation of cycling events – race days, group rides, fairs, etc. with workshops and heavy promotion of safe cycling</li> </ul>
<p>Research and development of a pitch presentation to the municipality for a network of bicycle lanes, as well as the fundraising of third-party donor funding for the implementation</p>	<ul style="list-style-type: none"> <li>a) Develop scope of work for engineering study to gather information for pitch to municipality (accounting for topography, transit patterns, road width, etc.)</li> <li>b) Contract engineers to conduct studies and set timelines</li> <li>c) Produce pitch and schedule regional meetings (18 month Milestone)</li> <li>d) Feedback from government, evaluation and ongoing plan (formation of PPP and fundraising for Phase 1 execution)</li> </ul>



#### Activity 4. Developing a system for M&E

Rationale	Plan to Implementation
<p>Monitoring and evaluation is key for every business, but a process for identifying, tracking, and analyzing return on investment is particularly important for a company like Mozambikes where the social and economic benefits are mutual and where a complicated sales channel makes the feedback process from end users a challenge. We will develop an evaluation plan to monitor development outcomes and subsequently development impact with assistance from an evaluation team.</p>	<p>The concrete steps to implementing this activity include:</p> <ol style="list-style-type: none"> <li>a) Form agreement with consultancy to create plan and produce social evaluation materials. Agreement should outline responsibilities of each party and highlight some internal check-points to ensure effectiveness (1 month Milestone)</li> <li>b) Develop detailed evaluation plan including indicators, timelines, sources, processes and reporting (6 month Milestone)</li> <li>c) Ongoing collection of indicator data, interviews, photographs, stories, feedback, lessons learned (over next 12-15 months)</li> <li>d) Organization of information and production of Final Report, also to be adapted into Social Annual Report (24 month Milestone)</li> </ol>



# Mozambikes Sales and Marketing Plan

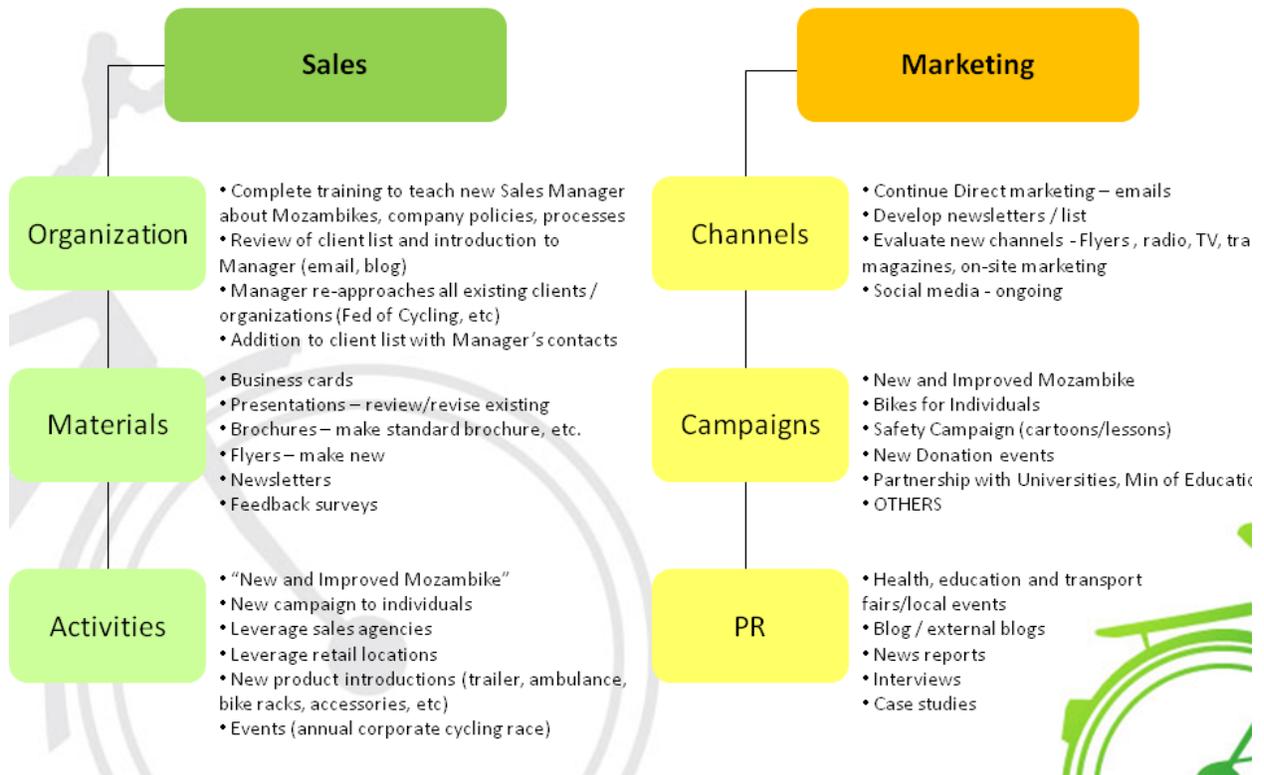
Summary of Strategies to Target Potential Bicycle Advertisers and Branded Bicycle Purchasers

## I. Overview:

With the addition of a Sales Manager to the Mozambikes team, the Company will engage in a process to review, revise and expand its Sales and Marketing efforts. There will be a primary focus on increasing sales of bicycle branding (and therefore bicycles), with secondary focus on providing education, collecting feedback and promoting new bicycle technologies.

The following chart is a summary of the Mozambikes Sales and Marketing Plan, with the various categories discussed further in the detailed plan below.

Table 1: Mozambikes Sales and Marketing Plan



## II. Detailed Sales Strategies

The Mozambikes Sales plan is organized into three categories: Organization, Materials and Activities.

- a) **Organization** – This category focuses primarily on the hand-over process and transition of the Sales function from the Co-Founders to the newly appointed Sales Manager.
  - a. **Training** - The New Sales Director has already begun to include training covering a variety of topics including Mozambikes mission and values, procedures working with clients, internal systems (accounting, documentation) and has begun to brainstorm Sales strategies as an active part of the development of this plan. Formal training will span the entire first week, with on-the-job training continuing for the trial period of 3 months.
  - b. **Review of Client Pipeline** – An internal review of the client pipeline will ensure that the New Sales Director has current information on all existing and potential clients. He will then be introduced to each client via a personal email, whereby he will follow up and reach out to them for a meeting. This serves as an introduction to Mauro and also a way to get in front of clients who haven't placed an order in some time.
  - c. **New Client Additions** – Through existing contacts or new research, the New Director will add to the client list and prepare to make new contacts and client presentations.
- b) **Materials** – In conjunction with the new Director, we will review current materials and develop a number of new documents to promote our new campaigns.
  - a. **Brochures/Flyers** - In addition to standard presentations, Mozambikes will develop a number of publications to accompany the new Sales effort. As a top priority, these include a standard, "emailable" brochure clearly highlighting the Mozambikes offering, as well as flyer launching the "New and Improved Mozambique". These flyers can be emailed to clients to pique interest and given to clients as leave-behinds following meetings. Numerous other flyers are to follow, in accordance with new campaigns and events.
  - b. **Newsletter** – We would like to standardize a newsletter in order to share our success stories and launch new campaigns in a more formal channel. We already have hundreds of emails from people who have shown us support and/or made inquiries, and are keen to begin the publications. All newsletters will show off the new branded bicycles we have produced in the previous period, which is expected to compel new sales.
  - c. **Feedback Surveys** – In order to improve our sales targeting, we will develop a survey for existing clients and potential clients (who haven't made a purchase). We also expect that surveys will be used going forward to collect information for the Monitoring and Evaluation information, and so we may elect to offer a "reward" for filling out the survey in order to ensure desired completion rates.
- c) **Activities** – This category consists of the new campaigns, events and partnerships that the Sales Director will initiate in the coming year to reach more clients and increase sales.
  - a. **"New and Improved Mozambique"** – With each new container of bicycles, we evolve the product according to feedback and to improve quality. The new Mozambique has approx.

16 changes (non aesthetic) over the previous bike. We intend to promote the higher quality bicycle with a new campaign.

- b. **Unsubsidized bicycles** – We have sold unbranded bicycles by word of mouth to middle/upper class individuals in Maputo interested in owning a bicycle. While this is not our key mission, it helps with economies of scale and the overall sustainability of the business (since the margin is higher on these bikes). We will formally launch a campaign to promote unbranded bicycles only in certain segments of the capital city of Maputo.
- c. **Sales agencies** – We have existing relationships with a variety of sales agencies, but they have yet to really push Mozambikes as part of their clients’ advertising portfolios. We need to redefine the relationship with these organizations to understand why they are not promoting the bikes harder, and develop a new program (new materials, incentive scheme, etc.) in order to have these valuable salespeople working towards our mission.
- d. **Retail locations** – Like our other advertising clients, retail locations often have advertising ambitions. We are seeking to build partnerships with some retail locations whereby they become the advertising client AND then sell the low-cost bicycle in their locations. This will serve to expand our reach in addition to increasing sales of branded bicycles. We will target specific stores in more rural areas to ensure that the low cost bicycles are serving the people who can benefit most from the Mozambikes model.
- e. **New product introductions** – Once the new products have been developing in accordance with the plans for the USAID DIV grant program to prototype bicycle ambulances and trailers, we will launch a campaign to sell these, with branding the reduce the costs, throughout the country alongside bicycles. The sale of these accessories will increase the bicycles available in the market since they accompany our current model of bicycles.
- f. **Events** – A number of cultural, educations and community events will be initiated this year to heavily promote cycling and safety. Some of the events will serve to sell branded bicycles. One key event planned will organize 20 brands to purchase 5 bicycles each with their brand, which will be “raced” during the event to form a fun inter-company race day. The bicycles will either then be sold at reduced rates or donated to deserving groups following the race.

### III. Detailed Marketing Strategies

The Mozambikes Marketing plan is organized into three categories: Channels, Campaigns and Public Relations.

- a) **Channels** – Marketing in general encompasses a wide variety of channels on which to reach new clients. We will continue to push our current channels and engage in a program to analyze expansion into new channels.
  - a. **Direct marketing** – This marketing, including emails and phone calls, has been highly effective thus far. We introduce the business via email and seek a meeting to discuss the opportunities further. From this method, we have held meetings with nearly 75 companies. Further, from the large base of emails distributed, we often now have orders come to us, referencing that they learned of our business from our emails or colleagues who received our emails. Our new Director will continue to build the client portfolio using Direct Marketing, though we will regularly update email text and brochures to include.

- b. **New Channels** – As a result of our lean structure, we have yet to engage in much paid advertising. However, we do not discount the importance of these channels in Maputo, where many of our decision makers (marketing managers, procurement managers, country directors) are located. We may move forward with targeted radio, on-site, trade magazine publications, etc. as we believe strategic.
  - c. **Social media** – Mozambikes is highly active in social media, with over 9,000 likes on its Facebook page and a presence in Twitter, Instagram, Pinterest, Flickr, LinkedIn and a YouTube channel. These platforms are an effective and free way to reach a large number of people, particularly with interesting material such as pictures. We will ramp up communications from sporadic to daily, include games and competitions and other ways to grow our followers and keep them engaged and spreading the word about our mission.
- b) **Campaigns** – We believe that marketing is more effective with specific campaigns where we bring a lot of attention to a new product or program through launching a campaign. Thereafter we will continue to market the product in a more ongoing level following the burst of attention. A number of campaigns are envisioned for 2014.
- a. **New and Improved Mozambique, Bikes for Individuals** – as discussed above
  - b. **Safety Campaign** – Mozambikes plans to launch a powerful safety campaign that will teach people to ride safely, promote cycling and show the Mozambikes brand. The safety campaign will include a number of channels, the first of which will include a set of cartoons teaching safety lessons following the daily routine of a family who has proudly acquired a Mozambique. The cartoons will use minimal words to reach more people throughout the country, and can be translated into local dialects if required. We also seek a relationship with the Ministry of Education to expand the safety campaign.
  - c. **New Donation Events** – While the donation events held by our non-profit affiliate give away donated bikes (not branded bikes), they bring a lot of attention to Mozambikes and the significant social impact of our operations. We heavily promote the pictures from these events, which are powerful in acquiring new clients with social motives. The donation bikes also do assist with economies of scale for the overall business.
  - d. **Partnerships with Universities** – There are a number of tertiary education facilities in Maputo, many of which have external funding. We plan to launch a campaign with some of the schools to promote cycling among students and help low-income students who might be struggling with transport costs and/or missing classes as a result of difficulties with transport. The bicycles will be branded with the images of the Universities but either sold at reduced rates or purchased by the University for low income students.
  - e. **Others** – We intend to be creative and active on an ongoing basis with our new Sales Director with regards to launching new campaigns. We will strive for 1 campaign per month, which will lead to frequent interaction with the community and communications with potential advertising clients.
- c) **Public Relations** – A key part of the Mozambikes marketing plan involves heavy public relations, promoting our mission and successes through local and international news. Many of our clients have learned of Mozambikes from our CNN interview or other publications.

- a. **Health, Education and Transport Fairs** – There are increasingly more trade fairs in Mozambique, and they often fall in these categories of interest for Mozambikes. We will be active to identify such fairs and seek participation, where we can promote Mozambikes to people and companies in these industries.
- b. **Blog** – Mozambikes has a very active blog that covers all company events and news, interesting industry topics and other topics of interest. We post every article in English and Portuguese to bring in readership from Mozambique and around the world. We will launch all campaigns on the blog in addition to via the other marketing channels.
- c. **News reports/interviews/studies** – The Mozambikes model has earned worldwide recognition via reports from CNN, Sapo, Jornal Sol, NextBillion, among many others. These publications may be local or worldwide, but often have a vast public and – at no cost – introduce our business model to new people throughout the world. We will certainly press to grow our media relationships to ensure that we continue to get strong coverage of our events, campaigns and general business model.



## Mozambikes Evaluation Plan

Produced by ChangeMatters

USAID Development Innovation Ventures Fund

Grant No. AID-011-F-13-00046

Stage 1 Project

# Mozambikes Evaluation Plan

## I. Summary

Mozambikes, Limitada was awarded \$100,000 in the form of a fixed obligation grant (July 9, 2013), initiating the project “USAID and Mozambikes Program for Increasing Bicycle Usage and Safety to Fight Poverty in Mozambique.” Funded as a Stage 1 project under the USAID Development Innovation Ventures Fund, the project tests and accelerates the emerging social venture model being developed in Mozambique by Mozambikes.

Fifty percent of Mozambicans live below the poverty line. Thousands die each year from entirely treatable diseases. These problems are exacerbated by a lack of efficient and affordable transportation.

Mozambikes is the first provider seeking to build a rounded bicycle industry and make better bicycles a commodity in Mozambique. **The unique advantage of Mozambikes lies in our model of bicycle sales to provide bicycles of higher quality and lower prices to all provinces in Mozambique.**

Mozambikes sells branded bicycles that promote company brands, projects and important social messages. These bicycles are either then purchased by the branding customer to distribute to their employees, customers and communities, or Mozambikes sells the bicycles at deeply reduced rates into rural markets. In the second channel, we are proud to offer quality bicycles at a standard cost, regardless of proximity to an urban center. Through both solutions, people can now access a product that can improve their quality of life.

— [www.mozambikes.com](http://www.mozambikes.com)

Process evaluation will focus on the design and implementation of the social venture model and development of new initiatives. **The process evaluation will be organized around measuring the degree of achievement of the expected outcomes, delivery of value to customers, and comparative value in cost and results.** Indicators of project performance and value of the innovation reflect those proposed by Mozambikes and outlined in the grant award.

The evaluation report will include a description of the evaluation plan, description of methodology, evaluation tools, and a list of sources. The evaluation team will also document stories of beneficiaries, identify lessons learned from the program, and recommend measures to scale the innovation towards commercialization.



## II. Description of Innovation

Mozambikes, Lda. builds higher quality bicycles appropriate for the local roads and terrain in the developing world, and makes them available for free or at prices affordable to people living in impoverished areas. The innovation is a social venture business model that incorporates assembly of a better bike into a for-profit social venture that leverages sales of advertising service to public and private entities, which reduces the cost of bringing the product to market for individuals.

Mozambikes imports bicycle components for local assembly, creating jobs, and then paints them with business brand/advertising. This practice enables the company to sell those same bicycles to consumers at below market rates, making them affordable to most Mozambicans. The company also sells bicycles in bulk to businesses, organizations, and agencies, which purchase them for their employees, customers and other stakeholders.

Via this dual-stream business model, Mozambikes is the first provider seeking to improve the quality of bicycles in the market in Mozambique, make bicycles truly affordable, provide training and after-market service to encourage entrepreneurs and build a complete bicycle industry.

Mozambikes fights poverty by making affordable, reliable personal transportation available to the people who need it most.

## III. Project Goals, Activities and Expected Outcomes

Evaluation Area	Goals	Activities	Expected Outcomes
Sales and Business Model	Build out the sales effort to organically grow the business, and fully test (including evaluate) the social venture business model	1. Enhance sales effort to grow the business organically through a new FT Sales Director	3000 bikes sold by August 2015  70% of revenue generated through ad/branding sales
Products	Expand the product offering with new bicycle technologies	2. Expand product offering including Bicycle Trailer, Ambulance Trailer and Bike Rack  3. Develop partnership to source bicycle Baskets from empowered women's association	Bicycle Trailer, Ambulance Trailer and Bike Rack prototyped and available for sale to consumers  Baskets produced and available for sale to consumers



Awareness	Increase bicycle awareness and safety	4. Organize safety and awareness campaign to improve conditions for cycling in Mozambique	Government support of bicycle lane network plan, Third party funding sources identified to implement the bicycle lane network.  Public consumer awareness, skills, and safety campaign launched
Monitoring and Evaluation	Develop a system for M&E	5. Develop a performance management plan for Mozambikes operations	Mozambikes team uses data to improve implementation and make strategic choices

#### IV. Evaluation Questions and Methodology

The evaluation report will describe the appropriateness, viability, and ability to scale the innovation. The evaluation will be conducted through a combination of a process and outcome data analysis, and will combine surveys and key informant interviews with document review and scanning of contextual data. Lessons learned will be included in the final evaluation report.

##### A. Inquiry Framework

The analysis will be guided by the following questions or inquiry areas:

1. How was the project implemented? To what degree were activities completed and outputs achieved? What lessons were learned?
2. Does this solution deliver value to customers?
3. Is the value to customers greater than that of competing services, in terms of reach, response, accessibility, sustainability and cost-savings?

Key Terms:

+ Solution: The solution or innovation being assessed will be the social venture development model, a dual revenue stream business model combining fee-for-service and subsidization with direct sales of a personal transportation good.

+ Customers: Customers of Mozambikes fall into two categories: end-users/riders (direct development beneficiaries) and the institutions/corporations (advertisers or bulk buyers).



+ Value: Primarily, the assessment will describe the value to individual customers of increased access to solidly-built, affordable bikes and the value of advertising to bulk customers. Job creation by the company and estimated income related to bicycle assembly and repair activity will be monitored.

+ Competing Services: Transportation competition or alternatives to the essential product (bicycles) and services (advertising/marketing). Primary alternatives to the bicycle as transport are bicycles, cars, mini-buses, and walking. Competition for advertising may include billboards and radio.

## B. Methodology and Data Sources

The evaluation will be organized to address the agreed-upon expected project activities and outcomes (outputs and results). It will address the reporting requirements and requests outlined in the grant agreement. The five expected activities:

1. Enhanced sales effort to grow the business organically through new FT Sales Director
2. Expanded product offering including Bicycle Trailer, Ambulance Trailer, Bike Rack
3. Partnership to source bicycle baskets from empowered women's association
4. Safety and awareness campaign to improve conditions for cycling in Mozambique
5. Performance management plan for Mozambikes operations

Where possible, the Evaluation Contractor will calculate Social Return on Investment into financial terms. The Evaluation Contractor will also

1. Document stories of beneficiary experiences,
2. Identify lessons learned from the program, and
3. Recommend measures to scale the innovation.

Three evaluation methods will be used and data collected from sources listed below:

1. Desk/Documents review
  - Quarterly sales, advertising revenue, and hiring data provided by Grantee
  - Internal planning and result memos, internal case studies/success stories, event feedback, and other communication materials provided by Grantee
  - Media/press scan
  - Country socio-economic and trend data
2. Brief Surveys:

*Questions will be developed by the Evaluation Contractor and data collected by the Grantee.*

- Technician Training Per-Participation and Follow-up Questionnaires (in community meetings, focus groups, and other events convened in the course of company operations);
- Bulk Purchasers (at the time of purchase and/or after);
- Advertising Buyers (at the time of purchase and/or after);
- Direct Beneficiaries (in community meetings, focus groups, and other events convened in the course of company operations);



### 3. Key Informant Interviews

*Interviews will be conducted in English or Portuguese by the Evaluation Contractor via telephone or Skype.*

Mid-point:

- Company Execs/Founders;
- Salesperson;
- Women's Basketmaking Cooperative Leader;
- USAID Mission Representative;

End-point:

- Company Execs/Founders;
- Salesperson;
- USAID Mission Representative;
- Technician;
- Advertising Buyer or Bulk Purchaser;
- Provincial Social/Educ/Health Services Official (TBD);
- Independent Peer NGO Leader (TBD).

To ensure data accuracy and confirm that bicycles are reaching poor and rural beneficiaries, the Evaluation Contractor will assess completeness, validity, consistency, timeliness and accuracy in data provided by the Grantee. Key informant interviews with company founders, salesperson, advertising/bulk buyers, and USAID Mission staff will provide a qualitative check.

### C. Audiences

1. USAID Development Innovation Ventures team
2. USAID Mission in Maputo
3. Mozambikes executive leadership (Grantee)

### D. Language

Evaluation activities will be conducted in a combination of English and Portuguese. Interviews by the Evaluation Contractor will be conducted in one or the other language, depending on the language of the key informant. Survey/questionnaires will be written in both languages. The Evaluation Contractor includes a team member who is a native speaker, and both the Evaluation Contractor and Grantee have ready access to translators and interpreters.

### E. Limitations

Compensation to the Evaluation Contractor is not expected to exceed \$12,000 for the described scope. At this budget level, the Evaluation Plan assumes no international travel. Company operations and survey data will be collected by the Grantee. Assessment and analysis will emphasize process (i.e. degree to which activities were completed, how, and what outputs and results were produced).



## V. List of Indicators

A full list of targets and indicators are listed in the Evaluation Matrix below. Indicators that demonstrate program implementation include:

1. 1 FTE Salesperson hired and sustained
2. # of bicycles sold to individuals (adoption)
3. # of bicycles provided to individuals via sales to business and institutional customers
4. # of individuals participating in technician training
5. Advertising rates and revenues
6. # of individuals completing technician training and % of women
7. # of jobs created or supported directly, other than founders (employees, technicians, and retailers)
8. \$ value of jobs created or supported directly (income) by the company, other than founders (employees, technicians, and retailers)
9. # meetings and presentations to local officials in support of bike lanes
10. # interviews, articles, op-eds in local and national media on bike lanes, safety and emissions
11. # race days, bike fairs, and other events organized or participated by the Grantee

Mozambikes is implementing next-stage development of its program model and the indicators above will be reviewed during the evaluation for Stage 1. Additional information will also be collected as contextual information to inform next steps. These indicators will be addressed and presented as information that may inform plans for scaling and/or potential community development changes. Collection of such data will also serve to make an assessment of the performance of the bike and its up-keep by end-users, and may also prepare the Grantee for more advanced evaluation systems. Such information will include data on the increased income opportunities and time savings to the beneficiary through the use of the bicycles, additional health services or educational opportunities achieved and similar data to demonstrate improvement in the quality of life for the beneficiary.

## VI. Evaluation Tasks and Timeframe for Data Collection

The proposed evaluation will cover the course of the project. The timeframe for data collection is April 2014 through May 2015. The process evaluation will include analysis of approximately two years of project implementation to address Question 1 of the inquiry framework. The evaluation will analyze performance measures, outputs and results for the project to address Questions 2 and 3.

### Timeline

Effective dates of funded project: August 1, 2013 through August 1, 2015 or upon submission of final milestone.

January-February 2014: Develop evaluation plan for Mozambikes approval.



March 2014: **Deliver Evaluation Plan** based on proposed plans and the requirements outlined in Grant Agreement No. AID-OAA-F-13-00046.

*List indicators and metrics*

*Timeframe for data collection*

*Data sources*

*Summary of process for ensuring data accuracy and confirm that bicycles are reaching poor and rural beneficiaries*

*Outline of steps for continual learning and reflection during implementation*

(award date + 6 months)

April 2014: Amend and confirm evaluation plan.

*Review summary of strategies to target different types of advertisers*

Confirm draft evaluation matrix, including data collection methods and tools

Develop detailed work plan schedule

Develop interview and survey questions

Begin key informant interviews

April through October 2014: Collect and analyze data through mid-point.

Survey bulk buying customers.

Survey advertising customers (first batch)

Review data for individual and branding/ad sales through Sept. 2014

Review case examples and business model presentations to date

Analyze all mid-point data and develop (themes)

(award date + 12 months, at Milestone 4)

November 2014: **Deliver Mid-point Evaluation Report** (Formative Evaluation)

Develop mid-term report.

Conduct mid-point interview with Mozambikes internal leaders.

Deliver and discuss *draft mid-point report* to Mozambikes

(award date + 15 months, at Milestone 5)

December through February 2015:

Interview leader in women's cooperative about legal status and production

Review copy of testimony from presentation to local government planning body and meeting minutes

Review funding prospect research profiles for bicycle lane network

Continue other key informant interviews.

(award date + 18 months, at Milestone 6)

March through May 2015

Disseminate technician survey to initial cohort of Certified Technicians.

Analyze technician survey.

Review case examples and business model presentations to date

Complete remaining key informant interviews.

Survey advertising customers (2<sup>nd</sup> batch)



June through July 2015: **Deliver Final Evaluation Report** (Summative Evaluation)

Review data for individual and branding/ad sales through end-June 2015

Develop and deliver final written report on social outcomes, lessons learned, and recommendations for further evaluation and scaling strategy

*Summarize project implementation*

*Summarize potential cost-effectiveness and financial viability*

*Summarize performance and upkeep of bicycles by end-users*

*Summarize next steps to refine the solution and achieve intended scale up, noting potential partners and commitments*

(award date + 24 months, at Milestone 7)

## VII. Steps for Continual Learning and Reflection Internally

Mozambikes is a growing business. The company is working on expansion and extension of its model—and considering what might be needed to develop a larger full-scale impact evaluation.

Company executives have indicated that they will continue to conduct internal monitoring and respond with course corrections as needed. Mozambikes will increase internal documentation of their continual learning and reflection during implementation.

Metrics and hurdles have been identified in the design of the project, start up activities and within the evaluation plan. Company principals will monitor daily and weekly performance. For example, the Sales Director will be accountable for meeting contact objectives and conversion into sales. Development of bicycle technologies will be measured internally by the time to prototype, number of products developed, and subsequent sales of such products. Increased bicycle and safety awareness will be evaluated by number of events, participants at events and publications distributed.

The evaluation report will identify lessons learned from the program, and recommend measures to scale the innovation towards commercialization on an on-going basis. Where possible, the Evaluation Consultant will plan for documentation prepared for the evaluation to be applicable during more advanced states of monitoring and evaluation, allowing Mozambikes to benefit further from the materials developed during the evaluation. Such foresight is expected to be built into surveys and metrics.

### VIII. Evaluation Personnel

Evaluation Contractor		
	Amy Kincaid, Lead ChangeMatters 417 Boston Ave. Takoma Park, MD 20912 kincaid@changematters.com 301-588-9108	Evaluation planning, management, and lead Objective analysis Data collection tools Recommendations Report development
	Ryan Turner, Research Associate	
	Thais de Andrade, Research Assistant	
	David Kirsch, Ph.D., Advisor	
Internal Leadership		
	Lauren Thomas, Co-Founder and Managing Director	Contracting Evaluation oversight Full cooperation on data collection Staff availability and engagement Organizational learning
	Rui Mesquita, Co-Founder	
USAID		
	Mission: USAID/Mozambique JAT Complex, Rua 1231 No. 41 Bairro Central C. Maputo Mozambique Phone +258 21 352 000 Fax +258 21 352 100	Contextual information on conditions in country and among focus population  Project oversight Innovation learning
	Contract officer in DC, Jill Boezwinkle USAID/IDEA/DIV RRB, 6.07-123 1300 Pennsylvania Ave., NW Washington, DC 20523	



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# **Mozambikes: Social Venture Development Model**

**Recipient: Mozambikes Limitada  
Award No. AID-OAA-F-13-00046**

**Post-Award Conference**



# Agenda

- **Confirm Basic Award Information**
- **Overview of the Request for Payment Process**
- **Roles: AOR (Technical) (vs) AO (Agreement)**
- **Review of Key Requirements and References**
- **Technical Discussion**



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# Fixed Obligation Grant (FOG) Budget

Period of Performance: August 1, 2013 to August 1, 2015 (or submission of final milestone, whichever comes first).

Total USAID Amount: \$100,000





# FINANCIAL MANAGEMENT

## Office of the Chief Financial Officer (CFO)

Payment Method: Subject to completion of Milestones  
(See Attachment 1, Schedule, Section D. "Grant Agreement Milestones")

Payment shall be made to the Recipient by Completion of SF-270 and submission to [ei@usaid.gov](mailto:ei@usaid.gov) with Certification of Completion. Please see Attachment 5 of Award.





# FINANCIAL MANAGEMENT

- Copy of SF-270 must also be submitted to AOR
- SF-270 supporting documentation must: 1) specify which milestone is being certified as complete, 2) the fixed amount of the milestone completed, and 3) provide supporting documentation confirming the completion of subject milestone.
- Payment will be made within 30 days of receipt of voucher.





# Points of Contact

Suhaib Khan  
Agreement Officer  
M/OAA/GRO  
Rm. 506-A, SA-44  
Tel: 202-567-5059  
E-mail: [sukhan@usaid.gov](mailto:sukhan@usaid.gov)

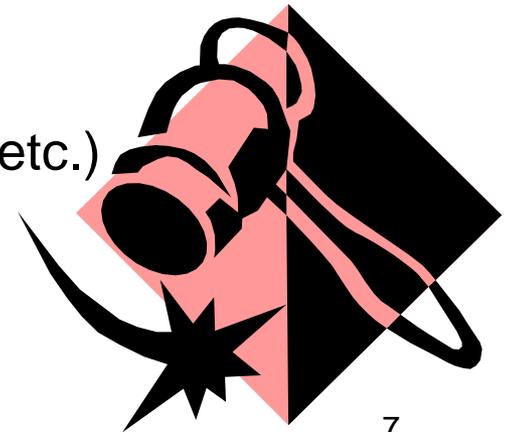
Jodi-Kaye Wade  
Agreement Specialist/Negotiator  
M/OAA/GRO  
Rm. 534-A, SA-44  
Tel: 202-567-4161  
[jowade@usaid.gov](mailto:jowade@usaid.gov)

Jill Boezwinkle  
AOR  
IDEA/DIV  
RRB 6.07-123  
Tel: 202-712-4546  
e-mail: [jboezwinkle@usaid.gov](mailto:jboezwinkle@usaid.gov)



# Roles & Responsibilities Agreement Officer

- The Agreement Officer has Sole authority to approve changes in any of the requirements under this fixed obligation grant.  
The AO may:
  - Make contractual agreements
  - Make commitments
  - Modify Agreement:
    - Program Description
    - Schedule (Period of Performance, Budget, etc.)
    - Provisions
    - Branding Strategy/Marking Plan
  - Obligate the Government (add funds, etc.)
  - Formally resolve problems





# Roles & Responsibilities

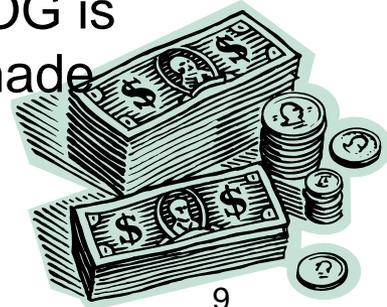
## Agreement Officer Representative

- AOR is Empowered to:
  - Monitor financial expenditures
  - Monitor reporting/milestone requirements, review and approve all submitted reports
  - Review/approve workplans
  - Review/approval of key personal changes
  - Communicate with recipient on regular basis
- AOR may **not** take any action which may impact:
  - Agreement schedule and provisions
  - Funds
  - Not empowered to make award, agree to, or sign any agreement or modifications.



# Requirements

- Records must be maintained for three years after payment of final milestone
- Title of equipment or property purchased to implement FOG rests with Recipient
- The Fixed Obligation Grant does not include the purchase of any real property. IAW CFR 226, “real property” means land, including land improvements, structure and appurtenances there to, but excludes movable machinery and equipment.
- Any changes to fixed amount or Milestones must be approved by the Agreement Officer
- When submitting final Milestone Recipient must certify FOG is complete and that no further claims for payment will be made
- Award is fully funded





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# Standard Provisions

- Review and know the Standard Provisions in your Award (Attachment 4)
- Please reference the grant document section, including any relevant standard provisions, when asking an agreement (vs. technical) question to USAID.



## Central Contractor Registry (CCR)/SAM.gov

- You must renew and revalidate your registration at least every 12 months. However, you are strongly urged to revalidate your registration more frequently to ensure that CCR is up to date.
- If you do not renew your registration, it will expire. An expired registration will affect your ability to receive contract awards or payments, submit assistance award applications via Grants.gov, or receive certain payments from some federal government agencies.
- CCR has transitioned to: [www.sam.gov](http://www.sam.gov)



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# Marking & Branding

- Details of Branding and Marking Plan in Award.



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## Helpful Websites

- ADS: <http://transition.usaid.gov/policy/ads/300/>
- USAID Forms: <http://www.usaid.gov/forms/>
- General Forms: <http://www.gsa.gov/portal/forms/type/TOP>



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# Important USAID Policy References

ADS 303:

<http://transition.usaid.gov/policy/ads/300/303.pdf>

A&A Policy Directives (AAPDs):

[http://transition.usaid.gov/business/business\\_opportunities/cib/subject.html#a](http://transition.usaid.gov/business/business_opportunities/cib/subject.html#a)

OMB A-122: Cost principles for NGOs:

[http://www.whitehouse.gov/omb/circulars\\_a122\\_2004/#attc](http://www.whitehouse.gov/omb/circulars_a122_2004/#attc)



## Assistance vs. Acquisition

**Acquisition:** USAID must use a contract when the principal purpose of the instrument is the acquisition – by purchase, lease, or barter – of **property or services for the direct benefit or use of USAID** or another U.S. Government (USG) entity.

**Assistance:** USAID must use a grant or cooperative agreement when the principal purpose of the relationship is the transfer of money, property, services, or anything of value to the recipient in order to **carry out a public purpose** of support or stimulation authorized by Federal statute.



# Grant vs. Cooperative Agreement

**Cooperative Agreement:** If the Operating Unit and the AO determine that USAID **substantial involvement** during the administration of an award is necessary for the achievement of the program's objectives, then a cooperative agreement is the appropriate assistance instrument.

**Grant:** If **substantial involvement is not anticipated** between USAID and the recipient during performance of the proposed program, then a grant is the appropriate assistance instrument.



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# Questions?

## [Technical Discussion begins.]



Thank you!