



Zusha! Workplan

Georgetown University and Digital Divide Data

I. Context

A new grant from USAID awarded to the Georgetown University Initiative on Innovation, Development and Evaluation, *gui²de*, and administered in collaboration with our local project implementation partner Digital Divide Data, DDD, will facilitate the scale up of a road safety intervention previously undertaken and evaluated by Georgetown professors James Habyarimana and Billy Jack. In that work, supported in part by Safaricom, Direct Line Assurance, and Royal Media Services, message interventions that empowered passengers of public service vehicles (PSVs) to demand, and receive, better service, were found to reduce insurance claims by between one quarter and one half. If the promising results of our previous interventions continue to be borne out, not only will the safety of PSV passengers be enhanced, but so too will that of all road users, including pedestrians.

II. Project Overview

Our proposed project, *Zusha!*, is a three-year endeavor that will be implemented across East Africa. In the first year, activities will be focused on taking the intervention to scale across Kenya and laying the groundwork for, and initiating experimental interventions in Tanzania. Over the remaining two years of the project, operations in Kenya and Tanzania will continue, and the project will expand into Uganda and Rwanda. Implementation will require cooperation among a number of stakeholders, including insurance companies, media outlets, government bodies, and other potential partners. In Kenya, we would like to implement the project under the auspices of the National Road Safety Trust (NRST), and in partnership with its member organizations and the National Transport and Safety Authority (NTSA). At this time, we have established partnerships with the three main insurers of PSVs in Kenya: Direct Line Assurance, Invesco, and Amaco.

The project has three main components:

1. Sticker intervention: Our goal is to place *Zusha!* stickers (examples of which are in the header of this document) in every matatu and bus in Kenya. While these vehicles will be the primary focus of our work, we will explore the possibility of adapting the intervention to directly improve the safety of boda bodas as well.



2. Media campaign: The project will include complementary messaging on a variety of media outlets, including radio and television. A public relations campaign will also be orchestrated with support from a local PR firm that will provide advisory and implementation services throughout the three years of the project, allowing us to reach audiences through billboards, social media, and newspaper advertisements, editorials, and news articles.

3. Stakeholder meetings: The project also includes several meetings both in Kenya and regionally to raise awareness and sustain the PR campaign, to share experiences and collect feedback, and to disseminate results.

III. Activities and Contributions

This section provides more detail on the components of the *Zusha!* project, and outlines the areas in which partner organizations will be asked to provide either in-kind or financial contributions. The USAID grant covers a number of costs detailed below, as well as a basic project management budget of about 500,000 KSh per year covering a full-time project manager and ancillary costs in Nairobi, as well as support and oversight from Georgetown University.

1. Sticker intervention: production, distribution and maintenance

- DDD and *gui²de* will sign MOUs with each of the three insurance companies that cover the large majority of PSVs in Kenya, Direct Line Assurance, Invesco, and Amaco. Their primary roles will be to help finance and distribute the stickers, to provide incentives for their acceptance and maintenance in vehicles, and to provide data for tracking progress.
- In each of the three years of the campaign, two rounds of sticker production and distribution will take place – at 6 month intervals.
- In the first year of the campaign, the insurance companies will be responsible for covering half of the cost of the stickers distributed to vehicles in their fleet. We anticipate the cost to be approximately 250 KSh per vehicle (including envelopes), incurred twice a year. Digital Divide Data will front the total cost of sticker production, and will bill each insurance company through an invoice that is prorated to fleet size.
- We estimate 30,000 vehicles will take part, so the total production cost will be in the range of $250 \times 30,000 \times 2 = 15\text{m KSh}$, of which 7.5m KSh will be financed by the insurers, in accordance with their market shares.



- In the second year, we will ask the insurers to cover 75% of the cost of production (about 10m KSh), and in the third year, we will ask them to cover the full production cost.
- Each insurance company will be responsible for distributing stickers to vehicles at all of their sales offices throughout Kenya, and will provide adequate training of its staff based on guidance from Digital Divide Data, who will distribute the stickers to vehicles through insurance agents at the time cover is purchased, and who will record the assignment of stickers (which will have unique identification numbers) to each PSV, identified by its license plate.
- Each insurance company will be responsible for developing the necessary IT infrastructure to record the distribution of stickers as well as insurance claims. Claims data will be made available to the *Zusha!* project manager on a regular basis. [Please note that no proprietary information will be shared among insurance companies or publically.]
- We are requesting that the insurance companies finance and administer a lottery designed to ensure the delivery, insertion, and maintenance of stickers in vehicles. Conducting the lottery will require the procurement of licenses from the National Betting and Licensing Board on a quarterly basis.
 - Under the lottery (details of which will be spelled out in our MOUs with the insurers), PSVs that maintain all assigned stickers will be eligible to win a weekly prize of 20,000 KSh, 5,000 KSh each to the current driver, the insurance agent who originally purchased insurance cover for the vehicle, the owner , and the SACCO in which the vehicle operates .
 - The number of prizes each week will be awarded to 0.1% of the number of insured PSVs. Under our estimate of 30,000 participating vehicles, over the course of a year $30 \times 52 = 1,560$ prizes of 20,000 KSh, or an annual total of 31.2m KSh, will be financed,
 - Prizes will be awarded weekly throughout the course of the campaign. Eligibility for the lottery will remain in effect until the end of the 2015.
- In the event that a workable strategy can be devised, we will look to Trust partners to provide support in the design, printing, and distribution of materials that can bring the *Zusha!* message to boda boda passengers. Such a campaign does not fall under our current grant agreement, but we will explore options by which it can be incorporated.

2. Media Campaign

- Creative design: We are requesting that design services be provided by Safaricom's advertising agency, Scan Group, and their partner agencies. Scan Group will undertake the following activities:



- Updates for at least 8 sticker designs prior to the first round of printing, and on an annual basis over three years.
 - Website design
 - Billboard and poster design
 - Production of radio message content
 - Management of consistent imaging among all media forms used in the project
- Radio: We propose to run a series of radio spots over the course of the three-year campaign.
 - Radio spots will be translated and delivered in multiple languages on up to 25 radio stations across Kenya
 - The aim is to have spots air throughout the three years of the campaign, one each in the morning and evening rush hours, six days per week.
 - The spots would not air on every station every day, but each week they would be broadcast on at least 5 stations.
 - Total spots would thus be 12 per week on 5 stations for 52 weeks per year, or 3,120 spots per year across Kenya.
 - We hope to complement the spots with presenter mentions by radio personalities
 - Video: We propose to produce and air a 30-second TV commercial promoting the *Zusha!* message
 - The project will contribute up to 2.5m KSh to the production costs of the TV commercial (see Annex for commercial concepts)
 - The project will also supply the creative talent of two Executive Producers, who will work with local resources to produce the commercial
 - We are requesting that Trust members finance airtime for the placement of the commercial.
 - § We propose 2 spots a day during prime time, for 21 days after the stickers have been distributed and as the initiative is publicly announced
 - We also hope to update the commercial and have it aired after 18 months, half way through the campaign, again for 21 days, twice a day.
 - PR support: We are requesting use of Safaricom’s contracted public relations agency to manage the *Zusha!* PR campaign. We would utilize their advisory and implementation services for the following activities:
 - Editorials, newspaper advertisements, and local news coverage
 - Website update and maintenance



- Social media outreach, including Facebook, Twitter, and YouTube
- Billboards: We are requesting the Trust members to provide funding for a national billboard campaign.
 - Billboards supporting and promoting the *Zusha!* message should be placed in cities and major towns nationally, and on major intercity routes.
 - We propose three two-month billboard campaigns each year, consisting of up to 30 placements, for the three years of the campaign, with billboard designs updated each period.
 - Our grant can contribute up to 1m KSh to the production of billboards consistent with the plan outlined above.

3. Stakeholder Meetings

- We propose to hold two national stakeholder meetings each year, as well as an annual East-Africa regional workshop.
- The project will cover all costs associated with the organization and conduct of the stakeholder meetings, including venue hire, and food and drink.
 - A project budget of 350,000 KSh is available for each country workshop.
 - § Reasonable travel costs for up to 12 participants from outside of Nairobi will be covered by the project, but local participants will be responsible for their own transportation.
 - A project budget of 1.5m KSh will support each of the regional stakeholder meetings.
 - § International travel costs for the regional meetings will be covered by the project.
 - § We hope to engage senior Kenyan executives in the regional meetings as a means of inducing counterparts in neighbouring East African countries to experiment with the *Zusha!* model.
 - § The first regional workshop will be held in Tanzania.



IV. Timeline

Zusha! is a three-year project. While *gui²de* and our local project implementation partner Digital Divide Data will be both financially and logistically supporting project activities throughout this time, it is anticipated that our Kenyan partner organizations will increasingly take the lead on in-country project activities, and will choose to continue with the concept of the intervention to further encourage long-term behavior change among PSV drivers and passengers.

The anticipated timeline of activities is illustrated below.

Objectives	2014		2015										2016		2017	
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN-DEC	JAN-SEP
Partnership Formation																
Sticker Redesign and Printing																
Video Production																
Sticker Distribution (Phase I)																
Lottery (Phase I)																
Public Relations and Media Roll-out																
Stakeholder meetings																
Sticker Distribution (Phase II)																
Lottery (Phase II)																
Continued Sticker and PR Campaigns																



V. Summary of proposed contributions

In the table below we list financial contributions that the project can make, and that we hope to receive from local partners. We also indicate areas (✓) in which we can provide in-kind support, or in which are seeking in-kind or financial support from partners.

(Amounts in Kenyan Shillings)	Grant support	Partner support
Kenya and US management, p.a.	15m	
Sticker printing (shared by insurers according to market share)		
Year 1	7.5m	7.5m
Year 2	3.75m	11.25m
Year 3	--	15.0m
Lottery, p.a. (shared by insurers according to market share)		31.2m
Creative		
Sticker, billboard, poster, newspaper ad designs		✓
Radio spot content design		✓
Video production	2.5m	
Two executive producers	✓	
Radio and TV airtime		
<i>Radio</i>		
60 spots per week x 3 years		✓
Presenter mentions		✓
<i>TV</i>		
Two three-week campaigns		✓
Public Relations		
<i>Newspaper</i>		
Editorials and articles during video campaigns		✓
1 full-page ad per week during billboard campaigns		✓
<i>Website</i>		
Design and updated maintenance		✓
<i>Social media</i>		
Facebook, Twitter, Youtube exposure		✓
<i>Billboards</i>		
Production	1m	✓
3 x 2 month campaigns p.a., 30 placements nation-wide		✓
Stakeholder meetings		
Country meetings, 2 p.a.	700,000	
Regional meeting, 1 p.a.	1.5m	



Annex I: Video promotion

This annex details two concepts for thirty-second TV commercials that could be produced by the project and aired through support of the Trust members. These concepts are preliminary proposals, and we welcome suggestions and input from the members of the Trust.

(1) Passengers Sing Out Zusha! Support

A woman boards a crowded bus. Unbeknownst to the audience, she and other riders are members of a popular Kenyan singing group (e.g., a local band). As the driver pulls away aggressively and drives recklessly, the woman notices that, like her, everyone seems worried, but nobody wants to be the first to speak out. She notices a *Zusha!* sticker and begins to sing a “drive safe/*Zusha!*” jingle composed for the campaign. The other passengers smile and, one by one, join in. Overwhelmed by the chorus from his passengers, the driver slows down. A logo appears with a title card about *Zusha!* and a message from the Trust/NTSA.

(2) Reaching Home

Exterior: Kenyan countryside. Three children starting a foot race.

“On your mark, get set, go!”

CU of beads of sweat, flailing hands, bare feet hitting the ground, big smiles.

Long shot of the three children racing across the beautiful bush.

Dissolve to a matching **exterior long shot** of an also-“racing” ma3, swerving around a boda boda. A few other vehicles are on the road, and kids are crossing...

Cut to interior c/u fearful passengers, one woman eyes the *Zusha!* sticker, then bravely leans in, forcefully encouraging the driver to slow down. The driver looks back to see the other passengers speaking out and gesturing in agreement. Feeling the group pressure, the driver slows and returns to his lane.

Cut to exterior of kids reaching the finish line, a rural ma3 stop, just as the ma3 pulls up and woman (who spoke up) get out to the joyous hugs of her 3 racers.

VO *Zusha!* because the stakes are too high. (in Swahili, can be adapted for languages)



Annex II: DDD statement of work (SOW) and budget

Project Description: The goal of the project is to build on previous work in the area of matatu road safety, undertaken by Georgetown professors Habyarimana and Jack, to develop, test, and scale-up message interventions that empower passengers using public road transportation services to demand, and receive, better service. The current SOW covers activities to be undertaken during the first year of guide's new road safety project, Zusha!, a three-year project that will be implemented across East Africa. In the first year, activities will be focused

- (i) on taking the intervention to scale across Kenya, and
- (ii) laying the groundwork for, and initiating experimental interventions in Tanzania.

Over the remaining two years of the project (not covered by this SOW), the project will expand into Uganda and Rwanda.

The Subgrantee, Digital Divide Data (DDD), is an international non-profit that delivers digital content, data, and research services to clients worldwide. DDD country offices in Kenya and Tanzania will provide local project implementation and research services as described in this SOW. DDD's Kenya manager, Amolo Ng'weno, will provide overall leadership for DDD operations in East Africa, and will contribute directly to Zusha! activities, exercising financial and administrative control over all aspects of relations and contracts with Georgetown.

The Subgrantee shall, in collaboration with local partners, take the lead in coordinating the substantive development of the road safety interventions, the production and distribution of materials (such as stickers, videos, etc.), and the organization of in-country events, program promotion and outreach, research activities, and overall project implementation.

Kenya

I. Research and Implementation

1. work with partner media organizations to design, print and package new intervention stickers
2. coordinate with Direct Line Assurance, Invesco, and other insurance companies to distribute stickers to all public service vehicles (PSVs) throughout Kenya
3. develop strategies that will lead to the retention of stickers in vehicles, such as lotteries implemented by insurers or other partners
4. monitor sticker deployment (by vehicle), including the date of distribution and the insurance sales office location
5. coordinate data collection with partner insurance companies to obtain detailed



6. claim and policy data for all insured vehicles on a quarterly basis
6. arrange, as necessary, for redesign and replenishment of stickers after 6-12 months
7. produce complementary campaign materials including radio spots, videos, and mobile phone applications
8. provide research and analysis of new components of the intervention (e.g., the use of mobile phone apps)
9. work closely with gui2de field office in Kenya (in formation) to deliver the project objectives

II. Outreach and Promotion

1. build and maintain partnerships with Kenyan stakeholders—in particular other insurers such as Amaco, as well as matatu SACCOS and larger bus companies—and work with them to adopt the intervention
2. liaise with the Association of Kenyan Insurers (AKI) and the National Transport Safety Board (NTSB) as needed to establish partnerships and support
3. encourage the National Road Safety Trust (NRST) members to support wholesale adoption of Zusha! across insurers and bus companies
4. work in partnership with Raiford Communications, Inc. to facilitate the production of a short documentary video on road safety issues in Kenya and the scale-up of the Zusha! Project
5. organize the first annual “Regional Road Safety Conference” with industry executives [tentative date March 2015]
6. organize and host periodic in-country road safety workshops with relevant industry and government officials [tentative dates December 2014 and March 2015]
7. create and maintain Zusha! website for online promotion

Administration and Reporting

1. hire an accountant who will be employed by Subgrantee and dedicated to the Zusha! project
2. hire an appropriate person as the local project manager, who should be approved by gui2de.
3. deliver quarterly reports on the status of scale-up activities in Kenya, including involvement of local partners, target fleet sizes, sticker designs and implementation strategies
4. keep detailed records of all expenditures, invoices, and reimbursements
5. coordinate with gui2de’s Financial Manager to monitor and reconcile monthly project expenses and execute vendor and contractual payments



Tanzania

I. Research and Implementation

1. identify and work with local advertising companies to adapt stickers to the Tanzanian context
2. launch a pilot to test the implementation of the project on a small-scale
3. conduct a rigorous evaluation of the pilot project using randomized controlled trial (RCT) methodology in collaboration with Georgetown researchers

II. Outreach and Promotion

4. identify insurance companies and large bus companies with which to partner
5. coordinate a stakeholder meeting to share Zusha! findings and business cases

III. Administration, Planning, and Coordination

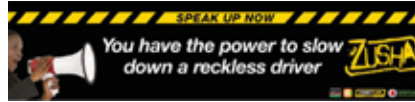
6. provide a report on the initial design and field testing of the sticker intervention in Tanzania, and plans to evaluate it, including sampling strategy and proposed (or actual) research protocol



Kenya Year 1 Expenditures	
Deliverables and Timeline	
Quarterly Reports <ul style="list-style-type: none"> · project progress report · claim and policy data from insurance companies 	December 1, 2014 March 1, 2015 June 1, 2015 September, 2015
Monthly Reports <ul style="list-style-type: none"> · number of stickers distributed in previous month · budget and expense reports 	November 1, 2014 December 1, 2014 January 1, 2015 February 1, 2015 March 1, 2015 April 1, 2015 May 1, 2015 June 1, 2015 July 1, 2015 August 1, 2015 September 1, 2015
Video Production [\$50,175] <ul style="list-style-type: none"> · Production Strategy Report [\$11,170] · Pre-production [\$19,000] · Post-production [\$20,005] 	November 1, 2014 December 1, 2014 January 1, 2015
PR campaign [\$31,000] <ul style="list-style-type: none"> · internet [\$15,000] <ul style="list-style-type: none"> ○ website design [\$10,000] ○ website maintenance [\$5,000] · advertising [\$16,000] <ul style="list-style-type: none"> ○ billboards [\$10,000] ○ radio [\$6,000] 	December 2014 ongoing January-September 2015
Public Communications [\$27,000] <ul style="list-style-type: none"> · Annual Regional Conference [\$19,000] · (2) stakeholder meetings [\$4,000 each] 	March 2015 (1) December 2014 (2) March 2015
Sticker Promotion [\$60,000] <ul style="list-style-type: none"> · design and printing [\$40,000] · distribution [\$20,000] 	December 2014 January-February 2015
Business Case Development [\$20,000]	September 2015
Total deliverables expenses [\$188,175]	
Operating Costs	
DDD Country Manager [\$9,270]	
Project Manager [\$44,638] <ul style="list-style-type: none"> · salary [\$37,080] · work permit [\$3,500] · travel to US [\$1,600] · health insurance [\$2,458] 	
<ul style="list-style-type: none"> · Communications [\$1,730] · computer · phone 	
<ul style="list-style-type: none"> · Supervisor Travel to TZ, RW, UG [\$2,400] 	
<ul style="list-style-type: none"> · DDD Overhead [\$36,932] 	
<ul style="list-style-type: none"> · Total operating expenses [\$94,970] 	
Total Kenya Expenditures, Year 1 [\$283,145]	



Tanzania Year 1 Expenditures	
Deliverables and Timeline	
<ul style="list-style-type: none"> • Quarterly Reports • project progress report • update on sticker design and production, established partnerships, and participating insurers 	<ul style="list-style-type: none"> • March 1, 2015 • June 1, 2015 • September 1, 2015
<ul style="list-style-type: none"> • Monthly Reports • budget and expense reports 	<ul style="list-style-type: none"> • January 1, 2015 • February 1, 2015 • March 1, 2015 • April 1, 2015 • May 1, 2015 • June 1, 2015 • July 1, 2015 • August 1, 2015 • September 1, 2015
<ul style="list-style-type: none"> • Research [\$73,200] • develop initial design and field testing of the sticker intervention • create evaluation plan, including sampling strategy and proposed (or actual) research protocol 	<ul style="list-style-type: none"> • March 2015 • June 2015
<ul style="list-style-type: none"> • Public Communications [\$12,000] • (2) stakeholder meetings [\$6,000 each] 	<ul style="list-style-type: none"> • (1) March 2015 (2) June 2015
<ul style="list-style-type: none"> • PR campaign [\$16,500] • advertising [\$16,500] • billboards [\$10,000] • radio [\$6,500] 	<ul style="list-style-type: none"> • March-September 2015
<ul style="list-style-type: none"> • Sticker Promotion [\$30,000] • design and printing [\$20,000] • distribution [\$10,000] 	<ul style="list-style-type: none"> • March 2015 • April-May 2015
<ul style="list-style-type: none"> • Business Case Development [\$20,000] 	<ul style="list-style-type: none"> • September 2015
<ul style="list-style-type: none"> • Total deliverables expenses [\$151,700] 	
Operating Costs	
<ul style="list-style-type: none"> • DDD Country Manager [\$9,270] 	
<ul style="list-style-type: none"> • Project Manager [\$43,593] • salary [\$37,080] • work permit [\$2,255] • travel to US [\$1,800] • health insurance [\$2,458] 	
<ul style="list-style-type: none"> • Communications [\$1,730] • computer • phone 	
<ul style="list-style-type: none"> • DDD Overhead [\$30,944] 	
<ul style="list-style-type: none"> • Total operating expenses [\$85,537] 	
Total Tanzania Expenditures, Year 1 [\$237,237]	



Annex III: guide budget

Personnel	Qty	Rate	Period	Total	Contribution	Contribution
J. Habyarimana, Co-PI	1	\$8,333	.50 mos	8,333	8,333	
W. Jack, Co-PI	1	\$6,865	.50 mos	6,865	6,865	
Program Manager	1	\$5,500	12 mos	66,000	66,000	
Fringe Benefits Base: 81,198	1	31.9%	12 mos	25,902	25,902	
Program Assistants	2	\$1,290	10 mos	25,800	25,800	
Subtotal Personnel				132,900	132,900	0
Contractual						
Digital Divide Data	1		12 mos	520,382	520,382	
Subtotal Contractual				520,382	520,382	0
Travel						
Airfare				13,800	13,800	
Local Travel				600	600	
Per Diem				21,570	21,570	
Subtotal Travel				35,970	35,970	0
Subtotal Direct Costs				689,252	689,252	0
Indirect Costs		55.5%		107,598	107,598	0
Base: \$193,870 excludes contractual expense over \$25K						
TOTAL				796,850	796,850	0



Annex IV: Tentative travel schedule

DATES	PERSONNEL	DESTINATION	SCOPE
October 10-17	Whitney Odden (1/2)	Nairobi	Meetings to establish partnerships with insurance companies and vet possible PR firms
November 24-26	Sarah Baran (1/3)	Dar es Salaam	Initial scoping of PSV sector and insurance market, meetings to establish partnerships
December 6-12	Billy Jack (1/2), James Habyarimana (1/2), Sarah Baran (2/3)	Nairobi and Dar es Salaam	Follow up meetings with insurance companies and other road safety organizations, oversight of Kenyan insurance companies' development of technology to implement program
March 5-12	Whitney Odden (2/2)	Nairobi and Dar es Salaam	Organize and attend stakeholders meeting, support project manager
May 7-14	James Habyarimana (2/2)	Nairobi and Dar es Salaam	Oversee evaluation activities for research in Tanzania
June 5-10	Billy Jack (2/2)	Nairobi and Dar es Salaam	Oversee evaluation activities for research in Tanzania, attend stakeholders meeting

[Program Report]

Zusha!

USAID Development Innovation Ventures

Stage III Grant

Table of Contents

Award Information	3
Quarterly Progress	4
Key Achievements	4
Summary of Activities.....	4
Travel Summary.....	4
Challenges.....	4
Adjustments	6
Travel.....	6
Budget and spending timeline.....	6
Appendices	7
I. MOU with Direct Line.....	7
II. Draft of billboard, sticker, informational flyer, and envelope designs.....	7
III.	7
Draft of video script.....	7

Award Information

Award Dates: September 1, 2014 – August 31, 2017

Quarter 1 Report: September 1, 2014 – November 30, 2014

Recipient organization: Georgetown University Initiative on Innovation, Development, and Evaluation (*gui2de*)

Implementation partner: Digital Divide Data Kenya, Ltd. (DDD)

Award number: AID-OAA-A-14-00055

Program name: *Zusha!*

Amount: \$2,990,570 USD

Quarterly Progress

Key Achievements

- Gained support for *Zusha!* from the National Road Safety Trust (NRST) and its member organizations
- Signed three-year MOU with Invesco Insurance to implement *Zusha!* sticker intervention and share costs (see Appendix)
- Received backing from the National Transportation Safety Administration (NTSA)
- Reached an agreement with Safaricom, Ltd. to receive free creative design consultation and services

Summary of Activities

Kenya

- Hired two Executive Producers to draft content for promotional *Zusha!* video
- Collaborating with Safaricom's advertising agency to design stickers, billboards, posters, envelopes, and informational flyers
- Collaborating with social media partner "ma3" to incorporate *Zusha!* in their road safety mobile phone application and online Twitter presence
- Developing a randomization and evaluation plan for social media outreach
- Training insurance company staff to update their IT systems and deliver stickers at point of sale
- Organizing first regional stakeholders meeting in collaboration with stakeholders

Tanzania

- Identified and contacted potential insurance partners in Tanzania
- Hired Country Manager for Tanzania

Travel Summary

- William Jack, co-PI: one trip to Kenya, one trip to Tanzania
- James Habyarimana, co-PI: one trip to Kenya, one trip to Tanzania
- Whitney Odden, Program Manager: one trip to Kenya
- Sarah Baran, Kenya Project Manager: two trips to Tanzania

Challenges

- The CEO of Invesco Insurance, the second-largest insurer of PSVs in Kenya, pledged support to *Zusha!* and approved the initial proposal. However, Invesco's Board of Directors later reconsidered taking part. We continue to be in negotiation with them, and will meet the Chairman of the Board.
- Amaco Insurance strongly supported the *Zusha!* project and agreed to sign an MOU. However, before an agreement was finalized, Amaco was purchased by a new insurance company that will no longer offer insurance coverage to *matatus*. We are currently reaching out to the new company to explore future partnerships. We also expect the majority of Amaco's *matatu* customers to subsequently switch to purchasing coverage from Direct Line and Invesco.

- Although we have received the implicit approval and support of the NTSA and the NRST and its member organizations, it has been difficult to secure substantial financial and in-kind donations. We are currently lobbying for billboard space and radio airtime.

Adjustments

Travel

The initial budget and budget narrative significantly underestimated both the cost and frequency of regional travel needed to launch *Zusha!* in Tanzania. We have confirmed with USAID (DIV) that adjustments to sub-grantee travel that do not constitute a change in project scope can be made without AO approval.

Budget and spending timeline

While we do not anticipate going over the Year 1 budget by more than 15%, we will be reallocating the budgeted funds among existing line items to adjust for actual expenditures. In addition, we have requested AO approval to begin work in Uganda prior to Year 2. If approved, we will need clarification on whether funds for Uganda will come from the Kenya/Tanzania Year 1 budget or if we will be able to access Year 2 funds prior to the start of Year 2.

Appendices

- I. MOU with Direct Line
- II. Draft of billboard, sticker, informational flyer, and envelope designs
- III. Draft of video script

I. MOU with Direct Line

Zusha!

Memorandum of Understanding

between

Georgetown University Initiative on Innovation, Development and Evaluation;

Digital Divide Data; and

Directline Assurance Company Ltd.

15 December, 2014

I. Context

The Georgetown University Initiative on Innovation, Development and Evaluation, *guide*, was recently awarded a grant from the United States Agency for International Development (USAID) to facilitate the scale up of a road safety intervention previously undertaken and evaluated by Georgetown professors James Habyarimana and Billy Jack. In that work, message interventions that empowered passengers of public service vehicles (PSVs) to demand, and receive, better service, were found to reduce insurance claims by between one quarter and one half. The grant will be administered through *guide*'s partner organization in Kenya, Digital Divide Data (DDD).

II. Project Description

The proposed project, *Zusha!*, is a three-year endeavor that will be implemented across East Africa. In the first year, activities will be focused on taking the intervention to scale and placing stickers encouraging passengers to speak up against bad driving in every PSV in Kenya. Implementation will require cooperation among a number of stakeholders, including insurance companies, media outlets, government bodies, and other potential partners. *Zusha!* will be implemented under the auspices of the National Road Safety Trust (NRST) and in partnership with its member organizations. MOUs may be signed between DDD, *guide*, and individual member organizations of the Trust.

The primary component of the intervention is the placement of stickers inside PSVs that motivate passengers to voice their complaints about bad driving directly to the driver. The stickers will be modified versions of those found in earlier studies to be effective, and will be distributed to vehicles in batches of four (for 14-seater matatus) and eight (for larger buses).

III. Roles and Responsibilities

This MOU is an agreement between Directline Assurance Company, Digital Divide Data, and *guide* to undertake activities in support of *Zusha!* over a three year period ending September 30, 2017. It is recognized that each participating insurance provider will operate as an independent organization, and will therefore sign an individual MOU outlining their specific contributions and commitments. However, it is important for the success of this project that the three major insurance companies fulfill their responsibilities in a consistent fashion.



Each party to this MOU is responsible for their own business objectives, and in case any party feels this project is having a negative impact on their business objectives, the parties will discuss and agree on what course of action to take.

The campaign will take place in three phases:

Phase I: January, 2015 to December, 2015. During this period there will be two sticker disseminations, in February-March, 2015, and in July-August, 2015, during which all insured matatus and buses will be offered stickers.

Phase II: January, 2016 – February, 2016. Again, two sticker disseminations will be undertaken, in February-March, and July-August, to reach all insured matatus and buses.

Phase III: January, 2017 – September, 2017. One final sticker dissemination will be undertaken in February-March, 2017.

Directline Assurance Company commits to:

1. Allocate adequate staff-time to the project in order that all commitments are met.
2. Modify its management information system so as to allow implementation of the project. Directline's IT department will design and maintain an appropriate data management system to track sticker assignments, lottery winners, and insurance claims. DDD's Zusha! Project Manager will provide support and will coordinate with each insurance company to ensure the consistency in each company's processes. No proprietary information from Directline will be shared with other participating insurers.
3. Provide training to all sales office staff, in collaboration with and under guidance from DDD personnel.
4. Provide the printing costs summarized in the Annex 1 below. Four stickers will be allocated to each matatu, and eight will be offered to each larger bus.
5. Deliver a sufficient number of stickers to each individual sales office to allow uninterrupted distribution during each of the disseminations.
6. Disseminate stickers to vehicles at all sales office locations. This will take place during each of the five two-month periods noted above. In each period, each 14-seater PSV is to receive one set of four stickers, and each larger bus is to receive one set of eight stickers, which should be provided together in an envelope at the time of insurance purchase.
7. Track identity of vehicles (i.e., number plates) to which stickers have been issued. Also to be collected at the time of issue are phone numbers of insurance agent making the transaction, vehicle owner, and driver, where available.
8. Administer a weekly lottery of vehicles to which stickers have been issued. Select and undertake inspections by insurance adjusters or other Directline staff of potential lottery winners, starting one week after distribution has begun. Randomly selected matatus (larger buses) will win if upon inspection they are found to have at least four (eight) Zusha



stickers in place (stickers from any of the five disseminations are valid). Eight vehicles will be selected each week.

9. Secure the appropriate lottery permit from the Betting Control and Licensing Board in advance of administering the weekly lottery to vehicles.
10. Contribute 15,000KSh per qualifying vehicle, i.e., a maximum of 120,000 KSh per week, in lottery prize money per week per vehicle. For each winning vehicle, a prize of 5,000 KSh each will be awarded to the owner, the current driver, and the insurance agent who sold coverage at the time the stickers were issued. The prize will be awarded regardless of which company the vehicle is currently insured under so long as Directline initially issued the sticker to the vehicle. Prizes are to be awarded weekly over the course of the three phases of the campaign. Directline will pay prize money directly, as a bonus, or as a credit against future premiums.
11. Share all data on insured vehicles and insurance claims, including date and type of accident, number of people killed, number of people injured (including type of injury such as soft tissue, broken bones, or other categories), and estimated cost of claim, with the researchers starting from January 2012 through the end of the campaign (expected August, 2017).
12. Participate in periodic stakeholder meetings (up to three per calendar year) to raise awareness and disseminate results.

According to this agreement, Digital Divide Data (DDD), and the Georgetown University Initiative on Innovation, Development and Evaluation (*gui²de*), commit to:

1. Provide refreshed designs of the stickers used in the previous *Zusha!* campaign.
2. Contribute 50% of the cost of the printing of stickers and envelopes in Phase I, and 25% of this cost in Phase II.
3. Sort, package, and deliver envelopes with stickers at the beginning of each dissemination period.
4. Invoice Directline Assurance Company for the balance equal to 50% of the cost of printing stickers and envelopes in phase I, and 75% of the cost in phase II.
5. Provide guidance and advice on modification to management information systems as necessary.
6. Provide the content for training Directline staff on the logistical operations of the project.
7. Organize and finance an official launch of the *Zusha!* campaign, and convene three Regional Road Safety Conferences, one during each phase, with industry executives. DDD will also host periodic in-country road safety workshops with *Zusha!* Stakeholders.
8. Monitor project implementation over the course of the campaign.
9. Perform all data analysis and share results every six months.
10. In the instance that social media and/or reporting technology is incorporated into the sticker component, we will discuss the platform and data collection with Directline to deliver the information desired.



2012

Annex 1

ANNUAL EXPENDITURES

Discipline	Year 1	Year 2	Year 3
Printing	0.66	1.00	0.66
Lettery	6.61	6.61	3.31
Total	7.28	7.61	3.97

Month: [10 times @ 15k per week]
 Please spending (thousands of KSh) 650 150 150

MONTHLY AND WEEKLY EXPENDITURES

Discipline	Year 1		Year 2		Year 3	
	Monthly	Weekly	Monthly	Weekly	Monthly	Weekly
Printing	55	13	83	19	111	26
Lettery	641	177	651	177	651	177
Total	697	190	734	196	762	203

11. Protect the privacy of each individual insurance company's data.

IV. Signatures

Signed:			_____
Name:	<u>George Wanyonyi</u>	<u>William Jack</u>	_____
Date:	<u>18/12/14</u>	<u>13 Jan 2015</u>	_____
	Directline Assurance	guide	Digital Divide Data

DIRECTLINE ASSURANCE COMPANY LTD.
17th FLOOR, HAZINA TOWERS
P.O. Box 40663 - 00100, NAIROBI
TELEPHONE: 2542410
FAX NO. : 2542410

II. *Draft of billboard, sticker, informational flyer, and envelope designs*

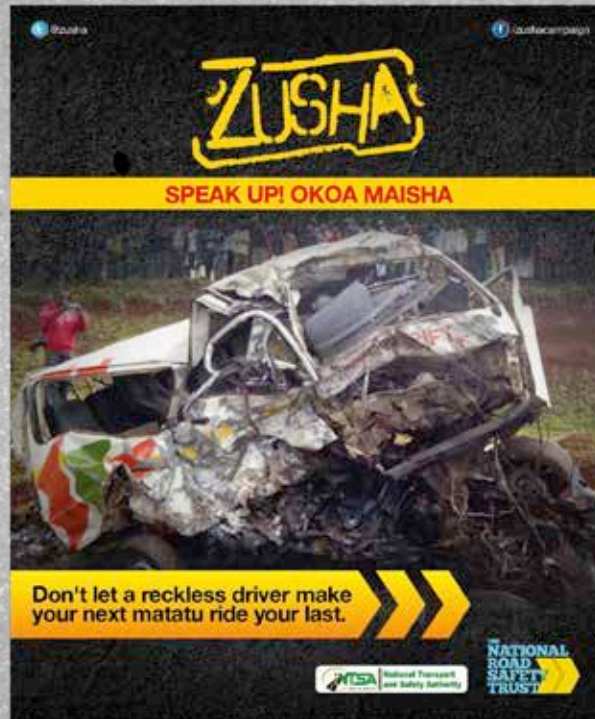
Speak up! Okoa maisha

Rationale:

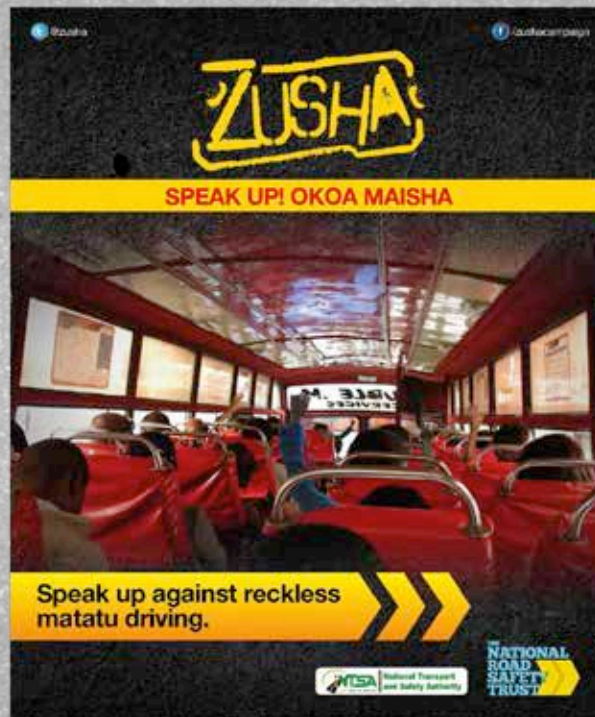
These are all lines qualifying the Zusha title.

In itself 'Zusha', which is the call to action, means Complain (piga kelele). The straplines all speak to the individuals who use matatus telling them that complaining about dangerous driving could prevent death and/or injuries to those in and around it.

BILLBOARD



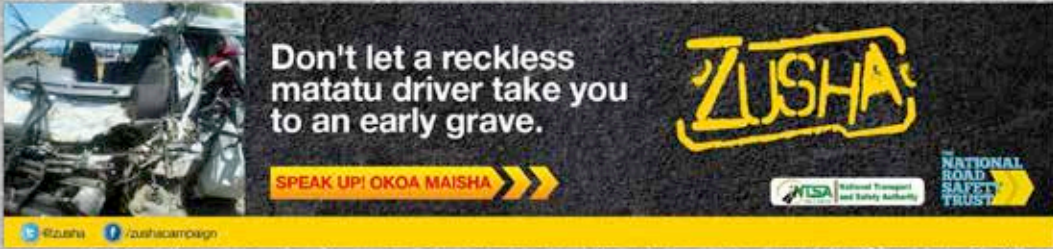
BILLBOARD



This can be achieved during the shoot.

(I think we'd like to see the passengers' faces, and the driver too.)

STICKER



Don't let a reckless matatu driver take you to an early grave.

SPEAK UP! OKOA MAISHA >>>

ZUSHA

NATIONAL ROAD SAFETY TRUST

NHTSA National Transport and Safety Authority

@Zusha /zushecampaign

STICKER



Your voice is the key to a safer matatu ride. Use it.

SPEAK UP! OKOA MAISHA >>>

ZUSHA

NATIONAL ROAD SAFETY TRUST

NHTSA National Transport and Safety Authority

@Zusha /zushecampaign

ZUSHA

ROAD SAFETY CAMPAIGN

ELIGIBILITY INSTRUCTIONS

TO WIN: you must ensure:

- All stickers in the envelopes are inserted inside the passenger cabin of the matatu
- The stickers are placed on the metal panel between the window and the roof (see illustration below). If there is no such panel, stickers should be put on passenger windows
- The stickers should be equally distributed on both sides of the matatu



PRIZES:

- Lottery winners will be inspected to verify retention of **ALL stickers** in correct locations
- You should explain to the driver and owner that prizes will be given to winning matatus with all stickers in place.
- **Current driver wins 5,000/-; Owner wins 5,000/-; Insurance Agent wins 5,000/-**



THE NATIONAL
ROAD
SAFETY
TRUST

STICKER - 14 SEATER MATATUS

FRONT



BACK

ELIGIBILITY INSTRUCTIONS

TO WIN: you must ensure:

- All 4 stickers in this envelope are inserted **inside** the **passenger** cabin of the matatu
- The stickers are placed on the metal panel between the window and the roof (see illustration below). If there is no such panel, stickers should be put on passenger windows
- There should be 2 on the side opposite the door and 2 on the door side



PRIZES:

- Lottery winners will be inspected to verify retention of **ALL 4 stickers** in correct locations
- You should explain to the driver and owner that prizes will be given to winning matatus with all four stickers in place.
- **Current driver wins 5,000/-; Owner wins 5,000/-; Insurance Agent wins 5,000/-**

62102 85977

III. *Draft of video script*

(driver's POV of race-car-like driving)
DRIVING
(int. matatu driver & hawker high-five each other)
PEOPLE LOVE TO TALK ABOUT DRIVING
(bragging visuals)
(int. same matatu: reveal frightened passengers not talking)
SO LET'S TALK
(extreme close up: brake pedal)
FAR TOO OFTEN BAD DRIVING ENDS IN TRAGEDY
(real crash footage)
THE COST...
25 MILLION PEOPLE ARE INJURED OR DISABLED
(real hospital)
IS HUGE
1.3 MILLION DIE
(real funeral)
THERE IS A SIMPLE SOLUTION
(rewind crash footage, then recreate happy ending)
HAPPENING RIGHT NOW
(Zusha! workers)
SO LET'S STOP TALKING ABOUT BAD DRIVING
LET'S **SPEAK UP AGAINST IT!**
(Passengers sing out from the back of the (same) matatu)
DON'T TALK ABOUT, SPEAK OUT!
ZUSHA!
SPEAK UP, SAVE LIVES.

December 2014 – February 2015

Q2

[Program Report]

Zusha!

USAID Development Innovation Ventures

Stage III Grant

Georgetown University Initiative

guide

on Innovation, Development and Evaluation

Table of Contents

Award Information	3
Quarterly Progress	4
<i>Summary of Activities: Kenya</i>	<i>4</i>
<i>Summary of Activities: Tanzania</i>	<i>7</i>
<i>Travel Summary</i>	<i>8</i>
<i>Metrics</i>	<i>9</i>
<i>Project Objectives: Kenya</i>	<i>11</i>
<i>Project Objectives: Tanzania</i>	<i>11</i>
Adjustments	13
<i>Budget and Spending</i>	<i>13</i>
<i>Timeline: Kenya</i>	<i>13</i>
<i>Timeline: Tanzania</i>	<i>15</i>
Annex	17
I. Contract with ScanAd	Error! Bookmark not defined.
II. Contract with ma3route	Error! Bookmark not defined.
III. Letter of Partnership with National Transportation and Safety Authority (NTSA) Error! Bookmark not defined.	
IV. Estimated Campaign Launch Contributions.....	Error! Bookmark not defined.

Award Information

Award Dates: September 1, 2014 – August 31, 2017

Quarter 2 Report: December 1, 2014 – February 28, 2015

Recipient organization: Georgetown University Initiative on Innovation, Development, and Evaluation (*gui2de*)

Implementation partner: Digital Divide Data Kenya, Ltd. (DDD)

Award number: AID-OAA-A-14-00055

Program name: *Zusha!*

Amount: \$2,990,570 USD

Quarterly Progress

Much of the Q2 period was spent planning for an official launch of the *Zusha!* campaign in Nairobi to be held at the beginning of May. This has involved a considerable amount of time spent sourcing and procuring contracts, and finalizing campaign materials. There were very few expenses incurred during this period.

Summary of Activities: Kenya

Partnerships and Sponsors

1. Partnered with the Kenya's National Transportation and Safety Authority (NTSA).
 - Received a general letter of support and endorsement (see Annex).
 - Given approval to distribute stickers at inspection stations, allowing us to potentially reach an additional 10,000 vehicles. Seven of their eleven inspection centers from across the country were chosen to distribute stickers based on the frequency of PSV visits.
 - The NTSA has committed to enforcing that any PSV will not receive inspection approval at the center unless the vehicle has *Zusha!* stickers.
 - At this time we do not have more specific contractual documentation with the NTSA, but anticipate drafting documentation of partnerships on specific project components on an ongoing basis and will update the DIV team accordingly.
2. Negotiated with GM East Africa for a contribution of 700,000 Kshs towards the cost of printing the stickers.
 - This was provided as a one-time contribution. However, we agreed to again approach them for support during the second round of sticker printing.
 - Agreement was provided by GM in email correspondence, and the *Zusha!* project received 700,000 Kshs in May of 2015.
 - We are currently in negotiations with GM to provide billboard advertising space.

Comment [U1]: Terrific. I calculate this as just over 10% of the total cost of printing stickers in Kenya. Is this one time or ongoing? Do you have a written agreement?

Stickers

1. Sourced for companies to conduct the photo shoot for the sticker designs and provide printing services.
 - Safaricom, a member of the National Road Safety Trust, agreed to provide sticker design services for free through their design agency ScanAd. DDD used *Zusha!* grant money to pay for the photoshoot that was done to create original images for the stickers. The contract with ScanAd can be found in the Annex.
 - Working through DDD's procurement policies, a total of six companies were sourced for printing.
 - ScanAd was chosen to also print the stickers based on the best combination of price and quality.

Comment [WO2]: Will send this separately. Waiting for final draft from PM.

Media

1. Partnered with ma3route, a popular online road safety forum in Kenya.
 - ma3 will create an online application through which passengers can report reckless matatu driving and accidents. A preview of the reporting interface can be seen here: <http://www.ma3route.com/report-driving>
 - ma3 will facilitate public awareness and support for *Zusha!* through its Twitter social media outreach.
 - We are also randomizing the addition of ma3 logos on a portion of the stickers in order to see if the vehicles in which the logos are included have significantly different accident rates or reports filed. Though we expect any results to be small and very noisy, we would like to attempt to measure the effects of the complementary media campaign.
 - USAID funding is being used to pay for this platform through *gui2de*'s subgrant to DDD. It has been allocated to the Media budget line item.
2. Held digital media outreach meetings held with Safaricom, a partner of the National Road Safety Trust.
 - Worked with Safaricom to source for a potential website and social media provider for the campaign.
 - We decided that we will hire a Kenyan company to design the website and run the social media platforms for the first two months after the public launch, at which point an intern will be hired to run the digital outreach campaign internally.
3. Purchased web domain www.zusharoadsafety.org to host the *Zusha!* website.
 - Alex Riehm (AO) approved the request from Tricia Waller (*gui2de* Grants Administrator) that this expense be charged to GU's portion of the *Zusha!* budget.

Comment [U3]: Good that you've been able to secure the partnership, but this is a component of the digital media objectives which is new to us. How does this fit into your intentions for the delivery mechanism of *Zusha!* The annexed agreement lists amounts; are these fully covered by DDD (using *gui2de* funding from USAID)?

4. Began production of promotional *Zusha!* video and musical “jingle,” which will both be used on various social media platforms to promote the project.
 - We aim to have production completed at the time of the launch, in early May.
 - The video is being financed from gui2de’s subaward to DDD the line item “Video Production.”

Lottery

1. Met with the Betting, Licensing, and Control Board (BCLB), the government body that regulates any lotteries held in Kenya, to understand the requirements for Directline Assurance to file an application to operate the lottery.
2. Began permit application process.

Summary of Activities: Tanzania

Administrative

1. Hired full-time project manager (February 1, 2015)
2. PM spent one month in Kenya participating in DDD training sessions and working with current Zusha! Kenya PM

Partnerships and Sponsors

1. Identified and met with industry stakeholders, including:
 - Association of Tanzanian Insurers (ATI)
 - Tanzanian Bus Owners Association (TABOA)
 - African Risk and Insurance Services (ARIS)
 - Tanzanian Insurers Regulatory Agency
 - AON insurance brokers
2. Gathered initial information on logistics of the Tanzanian PSV industry
 - Approximately 7,000 upcountry buses
 - Insurance industry is very fragmented, and insurance is provided by multiple providers, none of which cover a significant portion of the market
 - Insurance is not purchased monthly, as it is in Kenya; policy coverage varies in length of time from one to twelve months
 - TABOA has significant control and access to all vehicles and does daily inspections before vehicles leave the bus stations

Travel Summary

Comment [U4]: Mark if these are in accordance with yearly workplan or outside (and whether vouched to the project or separately). If outside, note approvals. My recollection is that everything was within the approved plan through this quarter.

- William Jack, co-PI
 - One trip to Kenya and Tanzania (December 2014)
 - Trip 2/2 for Year 1.
 - Met with Safaricom and Directline Assurance in Kenya.
 - Scoping visit to Tanzania to meet with potential partners and begin to map out the PSV industry.
 - § Association of Tanzanian Insurers (ATI)
 - § Tanzanian Bus Owners Association (TABOA)
 - § African Risk and Insurance Services (ARIS)
 - § Tanzanian Insurers Regulatory Agency
 - § AON insurance brokers

- James Habyarimana, co-PI
 - One trip to Kenya and Tanzania (December 2014)
 - Trip 1/2 for Year 1.
 - Met with Directline Assurance in Kenya to discuss creation of database for sticker tracking and the randomization for the lottery.
 - Scoping visit to Tanzania to meet with potential partners and begin to map out the PSV industry.
 - § Association of Tanzanian Insurers (ATI)
 - § Tanzanian Bus Owners Association (TABOA)
 - § African Risk and Insurance Services (ARIS)
 - § Tanzanian Insurers Regulatory Agency
 - § AON insurance brokers

- Whitney Odden, Program Manager
 - No Q2 travel

Comment [U5]: Primary purposes of trips and activities? How did this contribute to project objectives?

Metrics

Operational Metrics

- # of stickers printed: NA
- # of matatus with stickers: NA
- # of billboards: NA
- # of social media hits: NA
- # of complaint reports submitted to ma3: NA
- # of lottery winners: NA
- # of insurance companies participating: 1
- # of contributing local partners: 4
- # of unique users: NA
- # of lives saved: NA
- # of DALYs: NA

Financial Metrics

Total direct costs through Q2: \$187,090.09
Total indirect costs through Q2: \$45,507.06
Total spending through Q2: \$232,597.15

- Georgetown US spending (+IDC): \$69,557.56
- DDD subgrant Kenya spending: \$37,129.42
- DDD subgrant Tanzania spending: \$5,746.87
- Georgetown Kenya travel spending: \$10,138.32
- Georgetown Tanzania travel spending: \$2,124.74

Q2 Spending in Kenya

- Communication and airtime for project managers
- Regional travel: a trip to Tanzania for the Kenya PM to train new Tanzania PM hire
- Local transportation for PM and PA
- Country Manager from DDD (% of salary): local supervision and administrative support
- Project Manager (salary + health insurance + work permit): project management, staff training, stakeholder meetings, liaison for partner organizations, updates to PIs
- Project Assistant (salary): provides support to the PM
- Materials: barcode printers and scanners for the purposes of printing labels for sticker envelopes so that the stickers assigned to each vehicle can be tracked

Comment [U6]: This list will update over time. The “dashboard” format is nothing specific for us, we just want to track progress towards project objectives. Any formatting that you already use (and any metrics you already track to keep up with your project) are helpful to include. Additional metrics we would add to this list include:

- Total number of matatus in fleet (either estimated or per insurer records)
 - Total value of campaign contributions (and percent of which paid by USAID and/or Georgetown versus percent paid by partners). Especially identify payments committed and received (with in-kind contributions) by insurers specifically.
 - # of stickers paid (or committed by project partners to fund), # of stickers printed, and # of stickers distributed.
 - More nuanced metrics at the insurer level, including information on claims, if available.
 - Total number of rides/riders (estimated)
 - Active radio/television spots
- Some, of course, are more important than others, and this can be an ongoing conversation.

Comment [U7]: See additional comments regarding partner lists

Comment [U8]: We recognize that these will require modeling out. Please identify which metrics are actual versus modeled. Ultimately, we will want as many actual metrics as possible, although we want to understand limitations as well.

Comment [U9]: This is very helpful, thank you. Does not match Tricia’s requests for vouchers, are you on different reporting schedules? If Tricia is not vouching by project quarter (i.e. instead by fiscal year quarter), that’s fine, but how is this breakdown distributed between requests for reimbursement?

Comment [WO10]: The financial numbers reported were addressed and clarified in the meeting. I reported only direct project spending, and did not include overhead charges. Please let me know if you’d like me to adjust.

Q2 Spending in Tanzania

- Country Manager from DDD (% of salary): local supervision and administrative support
- Project Manager (work permit + salary + language classes): initiating project research, meeting with stakeholders, hiring local staff
- Project Assistant (salary): provides support to the PM
- Local transportation for PM and PA

Project Objectives: Kenya

- Industry meetings: we are currently planning an official nation-wide launch of Zusha! to which all relevant stakeholders and partner organizations will be invited. In addition, we will hold a two-day workshop following the launch with potential partners we have invited from Tanzania, Rwanda, and Uganda.
- Partner organizations: we currently have explicit support from Directline Assurance, the National Road Safety Trust (specifically Safaricom and GM), and the National Transportation Safety Authority (see Appendix III for contribution details).
- Public communications: eight unique sticker designs are currently in development (four unique images each in English and Swahili). A three-minute promotional video is also in development and will be completed in time for the launch. Billboard space and radio spots are being negotiated.
- Business case: the Tanzanian Project Manager has been tasked with developing the business case with the support of four summer interns
- Sticker dissemination: we anticipate beginning to distribute stickers through Directline's field offices beginning within two weeks after the launch.

Comment [U11]: Thank you for adding this section. Do you have any adjustments you need to make to the schedule of implementation outlined in the annual workplan or are you still on track as far as that plan is concerned?

Comment [WO12]: Please see new "Timeline" section below under "Adjustments"

Comment [U13]: Excited to see more about this

Comment [WO14]: Full report on launch will be included in Q3 report.

Comment [U15]: See comment above on full list of sponsors/partners and contributions.

Comment [U16]: See separate follow-up

Project Objectives: Tanzania

- Our staff in Tanzania is currently working with local partners to plan for a pilot launch in early fall.
 - Conducting focus groups to assess the applicability of the "Zusha!" brand and appropriateness of Swahili phrases in Tanzania,
 - Creating bus recruitment strategy; it appears that TABOA can help us reach buses in regional stations
 - Researching what permits and research licenses are needed

Comment [WO17]: Please see new "Timeline" section below under "Adjustments"

Comment [WO18]: More details on this will be available in Q3 report.

Challenges

1. Generally, confirming partnerships and producing materials has progressed much more slowly than anticipated. This has been largely due to delays by Safaricom in the production process, and the procurement policies of our implementing partner, DDD.
2. It has been difficult to navigate the bureaucracy and procurement policies between both Safaricom, who is acting on behalf of the National Road Safety Trust, and with Digital Divide Data. For example, there was much belabored negotiation regarding the contract with ScanAd, the advertisement agency, who has an on-going partnership with Safaricom. Originally, ScanAd would only offer lower rates if the payment came through Safaricom. Yet Safaricom was not willing to contract with Digital Divide Data since the project is being run under the auspices of the National Road Safety Trust and not Safaricom Foundation. Eventually, ScanAd did agree to contract with Digital Divide Data for the discounted price they offer Safaricom, but it was only after a series of meetings and contract drafts approved by the legal team from all three parties—the National Road Safety Trust, Digital Divide Data, and ScanAd.

Comment [U19]: This is good to include here, thanks.

Adjustments

Budget and Spending

We have confirmed with USAID that DDD can spend sub-grant funds in Uganda and Rwanda with savings from the Year 1 budget. We anticipate spending a small amount to support summer interns in these countries to begin initial research and identification of stakeholders.

Timeline: Kenya

Though we are slightly behind schedule in Kenya, we anticipate that all activities listed in the Year 1 workplan will be completed. Delays have been caused mainly by underestimating the time needed to organize and complete tasks involving multiple stakeholders, and working through DDD's procurement policies (see Challenges section).

Deliverables and Timeline		Q2 Report Updates
Quarterly Reports <ul style="list-style-type: none"> · project progress report · claim and policy data from insurance companies 	December 1, 2014 March 1, 2015 June 1, 2015 September, 2015	Ongoing
Monthly Reports <ul style="list-style-type: none"> · number of stickers distributed in previous month · budget and expense reports 	November 1, 2014 December 1, 2014 January 1, 2015 February 1, 2015 March 1, 2015 April 1, 2015 May 1, 2015 June 1, 2015 July 1, 2015 August 1, 2015 September 1, 2015	Ongoing
Video Production [\$50,175] <ul style="list-style-type: none"> · Production Strategy Report [\$11,170] · Pre-production [\$19,000] · Post-production [\$20,005] 	November 1, 2014 December 1, 2014 January 1, 2015	Draft completed in Q1 Ongoing Estimated May 1, 2015
PR campaign [\$31,000] <ul style="list-style-type: none"> · internet [\$15,000] <ul style="list-style-type: none"> ○ website design [\$10,000] ○ website maintenance [\$5,000] · advertising [\$16,000] <ul style="list-style-type: none"> ○ billboards [\$10,000] ○ radio [\$6,000] 	December 2014 ongoing January-September 2015	Sourcing for website company began February 2015 Discussions with partners for radio and billboard components of the PR campaign are ongoing
Public Communications [\$27,000] <ul style="list-style-type: none"> · Annual Regional Conference [\$19,000] 	March 2015 (1) December 2014 (2)	Scheduled May 8, 2015

· (2) stakeholder meetings [\$4,000 each]	March 2015	Workshop scheduled May 9-10, 2015
Sticker Promotion [\$60,000] · design and printing [\$40,000] · distribution [\$20,000]	December 2014 January-February 2015	Agency contracted, design process ongoing Estimated May 2015
Business Case Development [\$20,000]	September 2015	Ongoing

Timeline: Tanzania

Progress in Tanzania is behind the initial Year 1 workplan schedule. A few factors have contributed to the delays:

- Ambitious timing laid out in the Year 1 workplan
- Amount of focus required by project staff in Kenya to organize the nation-wide launch
- The initial lack of a Project Manager and DDD's very limited infrastructure in Tanzania has made logistical and administrative tasks difficult
- Identifying stakeholders and determining the optimal implementation partners has been time-intensive
- Difference in the PSV industry has required a re-assessment of strategy for accessing buses
- Cultural differences have necessitated focus groups to assess how *Zusha!* needs to be adapted

However, with the recent hire of a full-time project manager, we expect to make good progress throughout the rest of Year 1.

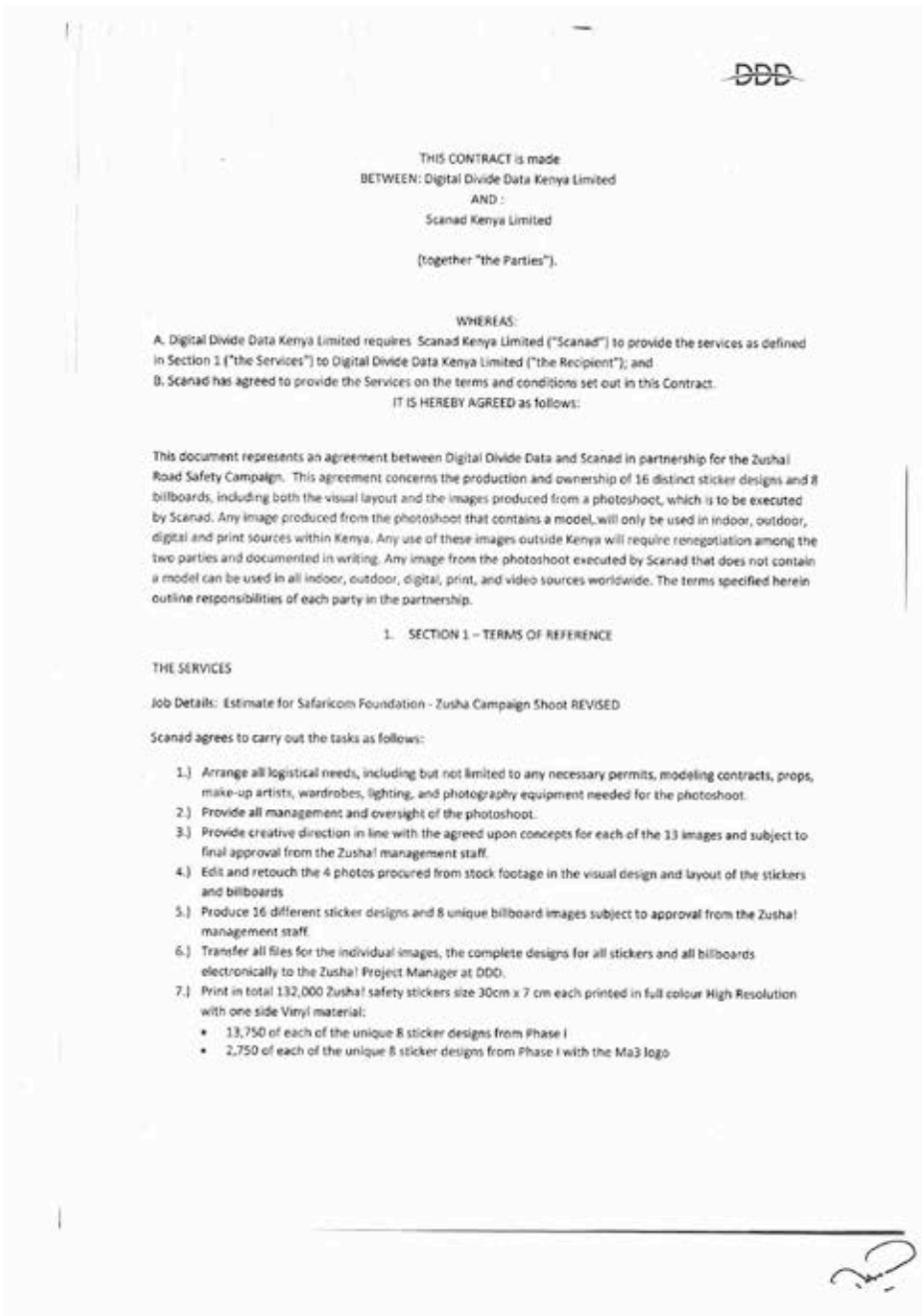
Deliverables and Timeline		Q2 Report Updates
Quarterly Reports <ul style="list-style-type: none"> · project progress report · update on sticker design and production, established partnerships, and participating insurers 	March 1, 2015 June 1, 2015 September 1, 2015	Ongoing
Monthly Reports <ul style="list-style-type: none"> · budget and expense reports 	January 1, 2015 February 1, 2015 March 1, 2015 April 1, 2015 May 1, 2015 June 1, 2015 July 1, 2015 August 1, 2015 September 1, 2015	Ongoing
Research [\$73,200] <ul style="list-style-type: none"> · develop initial design and field testing of the sticker intervention · create evaluation plan, including sampling strategy and proposed (or actual) research protocol 	March 2015 June 2015	Ongoing; estimated fall 2015
Public Communications [\$12,000] <ul style="list-style-type: none"> · (2) stakeholder meetings [\$6,000 each] 	(1) March 2015 (2) June 2015	Tanzanian partners will be invited to workshop in Nairobi May 9-10, 2015

PR campaign [\$16,500] <ul style="list-style-type: none"> · advertising [\$16,500] · billboards [\$10,000] · radio [\$6,500] 	March-September 2015	Likely will not occur in Year 1
Sticker Promotion [\$30,000] <ul style="list-style-type: none"> · design and printing [\$20,000] · distribution [\$10,000] 	March 2015 April-May 2015	Estimated August/September 2015 Estimated September/October 2015
Business Case Development [\$20,000]	September 2015	Ongoing

Annex

- I. Contract with ScanAd**
- II. Agreement with General Motors**
- III. Contract with ma3route**
- IV. Letter of Partnership with National Transportation and Safety Authority (NTSA)**
- V. Estimated Campaign Launch Contributions**

I. Contract with ScanAd



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- 10 sample stickers of each of the 8 unique designs will be given to the Zusha! Management Team and approved prior to printing all 132,000 stickers

8.) Place the stickers in envelopes as follows:

- In 12,500 Matatu envelopes place 4 stickers each of a unique design
- In 7,500 Bus envelopes place 8 stickers each of a unique design
- In 5,500 Matatu Ma3route logo envelopes 4 stickers each of a unique design with the Ma3route logo will be placed

The sticker placement will be overseen by the Zusha! Management Team.

9.) Print 60 Zusha Campaign A5 Flyers with UV Varnish.

Digital Divide Data agrees to carry out the following:

- 1.) Procure four distinct high resolution stock footage photos to be used by Scanad in the production of the stickers and billboards.
- 2.) Deliver 25,500 envelopes to the printing company.
- 3.) Oversee the sticker placement in the envelopes.

2. SECTION 2 - DEFINITIONS AND INTERPRETATION

OBLIGATIONS OF SCANAD/SCANAD

1. Obligations

1.1 Scanad/Scanad shall perform all its obligations under this Contract (including the provision of the Services) with all necessary skill, diligence, efficiency and economy to satisfy generally accepted professional standards expected from experts.

2. Confidentiality

2.1 Scanad shall keep confidential all Zusha! data and information connected with the Zusha! Road Safety campaign or which comes to the Scanad's knowledge under or as a result of this Contract and shall not disclose to any third party or use it other than for performance of the Services except:-

2.1.2 with the prior written agreement of DDD; or

2.1.3 by requirement of law.

2.2 The provision of Clause 2.1 shall not apply to such information if it is:-

2.2.1 in the public domain otherwise than by failure of Scanad to comply with Clause 2.1, or

2.2.2 in the possession of Scanad before these confidentiality obligations came into effect, or

2.2.3 obtained from a third party who is free to disclose the same.

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2.3 If Scanad enters or has entered into a separate confidentiality agreement with DDD, the terms of such confidentiality agreement shall take precedence over this Clause 1 except that any duty on DDD to keep information confidential shall not apply to information which must be disclosed:

- (a) by statute; or
- (b) by order of a court of competent jurisdiction.

2.4 These obligations shall survive expiry or termination of the Contract.

Commencement and Duration of the Services

Scanad shall start the Services upon full receipt of the LPD for 4,365,142.06 Kshs, which is 100% of the total cost, by the end of the day on the 16th of April 2015. Given that Scanad has received the LPD by the required date, they shall deliver 66,000 Phase 1 stickers within fourteen (14) working days from the date Scanad receives DDD's approval of the samples ("the End Date") unless this Contract is terminated earlier in accordance with its terms and conditions.

Section 3: Ownership

All intellectual property rights in all material (including but not limited to the photos and design materials) produced by the Scanad or the Scanad Personnel pursuant to the performance of the Services ("the Material") shall be the property of the DDD.

SECTION 4 FORCE MAJEURE AND TERMINATION

Force Majeure 4

4.1 Where the performance by Scanad of their obligations under this Contract is delayed, hindered or prevented by an event or events beyond the reasonable control of Scanad and against which an experienced consultant could not reasonably have been expected to take precautions, Scanad shall promptly notify Digital Divide Data in writing, specifying the nature of the force majeure event and stating the anticipated delay in the performance of this Contract.

4.2 From the date of receipt of notice given in accordance with Clause 4.1, Digital Divide Data may, at its sole discretion, either suspend this Contract for up to a period of 6 months ("the Suspension Period") or terminate this Contract forthwith.

4.3 If by the end of the Suspension Period the parties have not agreed a further period of suspension or re-instatement of the Contract, this Contract shall terminate automatically.

4.4 Suspension or Termination without Default of Scanad. Digital Divide Data may, at its sole discretion, suspend or terminate this Contract at any time by so notifying Scanad and giving the reason(s) for such suspension or termination.

4.5 Where this Contract has been suspended or terminated pursuant to Clause 4.1, Scanad shall: (a) take such steps as are necessary to terminate the provision of the Services, (including suspending or terminating any Sub-Contracts) in a cost-effective, timely and orderly manner; and (b) provide to Digital Divide Data, not more than 60 days after Digital Divide Data notifies Scanad of the suspension or termination of this Contract an account in writing, stating: (i) any costs, if any, due before the date of suspension or termination; (ii) any costs to be

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expended after the date of suspension or termination which Scanad necessarily incurred in the proper performance of this Contract and which it cannot reasonably be expected to avoid or recover.

4.6 Suspension or Termination with Default of Scanad. Digital Divide Data may notify Scanad of the suspension or termination of this Contract where the Services or any part of them are not provided to the satisfaction of Digital Divide Data, giving the reasons for such dissatisfaction and, in the case of suspension, the action required by Scanad to remedy that dissatisfaction and the time within which it must be completed.

4.7 Where this Contract is suspended under Clause 4.6 and Scanad subsequently fails to remedy the dissatisfaction Digital Divide Data may terminate this Contract forthwith. Digital Divide Data may, without prejudice to its other rights, including but not limited to the right to claim for costs and losses incurred, terminate this Contract forthwith where: (a) Scanad or any member of Scanad's Personnel, either directly or through their servants or agents, breaches any of their obligations under this Contract; or (b) Scanad is an individual or a partnership and at any time: (i) becomes bankrupt; or (ii) is the subject of a receiving order or administration order; or (iii) makes any composition or arrangement with or for the benefit of Scanad's creditors; or (iv) makes any conveyance or assignment for the benefit of Scanad's creditors; or (c) Scanad is a company and: (i) an order is made or a resolution is passed for the winding up of Scanad; or (ii) a receiver or administrator is appointed in respect of the whole or any part of the undertaking of Scanad; (d) Scanad is a partnership or a company and there is a Change in Control. "Change in Control" means that the person(s) (including corporate bodies) directly or indirectly in Control of Scanad at the time this Contract is entered into cease to be in Control. "Control" means the power of a person to secure that the affairs of Scanad are conducted in accordance with the wishes of that person.

4.8 Where this Contract is terminated in accordance with this Clause, Scanad shall without prejudice to Digital Divide Data's other remedies, take any steps necessary to terminate the provision of the Services in a timely and orderly manner but shall not be entitled to any further payment in relation to this Contract.

SECTION 5 PRICE AND PAYMENT

Stickers:

Total Number of Stickers	132000
Printing Cost	1,940,400.00
Add 3% Agency Commission	58,212.00
Total Production Cost	1998612.00
VAT 16%	240159.74
Total Cost	2,318,389.92

Flyers:

Number of Flyers	60
Price Per Flyer	125
Total Amount	7500
Agency 3%	225
VAT 16%	1236
Total Cost of Production for Posters	8961

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THIS CONTRACT is made
BETWEEN: Digital Divide Data Kenya Limited
AND:
Scanad Kenya Limited
(together "the Parties").

WHEREAS:

- A. Digital Divide Data Kenya Limited requires Scanad Kenya Limited ("Scanad") to provide the services as defined in Section 1 ("the Services") to Digital Divide Data Kenya Limited ("the Recipient"); and
B. Scanad has agreed to provide the Services on the terms and conditions set out in this Contract.

IT IS HEREBY AGREED as follows:

This document represents an agreement between Digital Divide Data and Scanad in partnership for the Zushal Road Safety Campaign. This agreement concerns the production and ownership of 16 distinct sticker designs and 8 billboards, including both the visual layout and the images produced from a photoshoot, which is to be executed by Scanad. Any image produced from the photoshoot that contains a model, will only be used in indoor, outdoor, digital and print sources within Kenya. Any use of these images outside Kenya will require renegotiation among the two parties and documented in writing. Any image from the photoshoot executed by Scanad that does not contain a model can be used in all indoor, outdoor, digital, print, and video sources worldwide. The terms specified herein outline responsibilities of each party in the partnership.

1. SECTION 1 – TERMS OF REFERENCE

THE SERVICES

Job Details: Estimate for Safaricom Foundation - Zusha Campaign Shoot REVISED

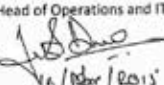
Scanad agrees to carry out the tasks as follows:

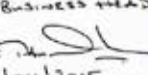
- 1.) Arrange all logistical needs, including but not limited to any necessary permits, modeling contracts, props, make-up artists, wardrobes, lighting, and photography equipment needed for the photoshoot.
- 2.) Provide all management and oversight of the photoshoot.
- 3.) Provide creative direction in line with the agreed upon concepts for each of the 13 images and subject to final approval from the Zushal management staff.
- 4.) Edit and retouch the 4 photos procured from stock footage in the visual design and layout of the stickers and billboards.
- 5.) Produce 16 different sticker designs and 8 unique billboard images subject to approval from the Zushal management staff.
- 6.) Transfer all files for the individual images, the complete designs for all stickers and all billboards electronically to the Zushal Project Manager at DDD.
- 7.) Print in total 132,000 Zushal safety stickers size 30cm x 7 cm each printed in full colour High Resolution with one side Vinyl material:
 - 13,750 of each of the unique 8 sticker designs from Phase I
 - 2,750 of each of the unique 8 sticker designs from Phase I with the Mu3 logo

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By signing below, Scanad confirms their partnership with Digital Divide Data under the specifications outlined here within, and both parties agree to hold all of the above-mentioned responsibilities binding for the duration of this contract.

Signed for and behalf of

Digital Divide Data Kenya Ltd
Name: Soumish Dev
Position: Head of Operations and IT
Signature: 
Date: 16/04/2015

Scanad Kenya Limited
Name: Tom WINDOUS
Position: BUSINESS HEAD
Signature: 
Date: 17/04/2015



II. Agreement with General Motors

9/1/2015

Georgetown University Mail - Zushal printing costs



Whitney Odden <wo103@georgetown.edu>

Zushal printing costs

Sarah Baran <sarah.baran@digitaldividedata.com> Wed, Feb 11, 2015 at 8:55 AM
To: Billy Jack <wgj@georgetown.edu>, James Habyarimana <james.habyarimana@gmail.com>, Whitney Odden <Whitney.Odden@georgetown.edu>, Martha Mutua <martha.mutua@digitaldividedata.com>

Billy, I just got this from Anthony.....--

----- Forwarded message -----

From: **Anthony Musyoki** <anthony.musyoki@gm.com>
Date: Wed, Feb 11, 2015 at 4:51 PM
Subject: RE: Zushal printing costs
To: Sarah Baran <sarah.baran@digitaldividedata.com>
Cc: Martha Mutua <martha.mutua@digitaldividedata.com>

Sarah,

We'll GMEA shall give Kshs. 700,000/- for the stickers. I am working on processing the payment, so kindly fill the attached form and send it to me.

Regards,

Anthony Musyoki



 SUPPLIER DETAILS.docx
13K

<https://mail.google.com/mail/u/1/?ui=2&ik=3395850823&view=pt&search=inbox&msg=14678eclaf7oda&siml=14678eclaf7oda>

1/1

III. Contract with ma3route



Ma3Route Partnership with Digital Divide Data
for the Zusha! Road Safety Campaign
February 18th 2015

This document represents an agreement between Digital Divide Data and Ma3Route in partnership for the Zusha! Road Safety Campaign. Zusha is a two and a half year long project in Kenya, and the parties anticipate continuing a partnership through the campaign. This agreement is for six months, and will be extended subject to the agreement of both parties. The terms specified herein shall outline responsibilities of each party in the partnership.

Ma3Route agrees to carry out the tasks as follows:

- 1.) Customization of the Ma3Route Application on all platforms:
 - Adding an option, in a manner that is consistent with the current layout and formatting of the application, that allows the user to select "PSV Passenger" in the "Driving Report" section of the Ma3Route App.
 - Upon clicking "PSV Passenger," a text box is to appear that prompts the user to Zusha! first. The text will be consistent with the Zusha! message and imaging.
 - A link that will feed the PSV specific posts to appear on the Zusha Road Safety official website.
- 2.) Data Reports:
 - a. A raw data report on the driving complaints posted starting on the 16th of March 2015 through the 30th of September 2015. Each report will be delivered to the Zusha! Project Manager at the end of every month starting on the 30th of April 2015 and ending on the 30th of September 2015.

Proposed Amount: 400,000 KShs. 250,000 KSh to be delivered within one week of the signed agreement, and the balance of 150,000 KSh paid when all system changes have been implemented to the satisfaction of DDD.

- 3.) Awareness Promotion of the Zusha! Safety Campaign:
 - Ma3Route will promote the Zusha! campaign on all platforms, including the mobile app, Ma3Route website, Twitter, and Facebook pages.
 - Promotion activities shall include, but are not limited to:
 - i. Posting the Zusha! logo and consistent messaging on the banner of all platforms
 - ii. Sharing information about the campaign and providing frequent updates on Zusha! media events, stakeholder meetings, contests, new developments in the campaign etc.,



- iii. Providing links to the Zusha! website, Twitter, Facebook page, and Instagram account.
- b. Promotion activities will begin on the 1st of April and continue until the 30th of September

Proposed Amount: 55,000 Kshs per month for six months to be paid within 15 days of receipt of a monthly invoice on the last day of each month beginning 30th of April and ending on the 30th of September after the final data report has been shared.

Total Proposed Amount= 730, 000 Kshs

For the duration of the partnership, the Zusha! Campaign agrees to the following terms under the partnership agreement with Ma3Route:

- 1.) Branding for Ma3Route in a national road safety initiative:
 - The Ma3Route logo will appear on stickers placed in approximately 8,000 matatus that travel across Kenya. In each matata there will be 4 stickers with the logo and in each bus there will be 8 stickers with the logo.
 - Ma3Route will be an official partner in the Zusha! Road Safety campaign and invited to the public media launch and all other relevant stakeholder meetings.

Additionally, the following terms of extension shall be understood by both parties to be negotiable beginning in September 2015. The partnership between Zusha! and Ma3Route may be extended beyond this time by mutual agreement of both parties

By signing below, Ma3Route confirms their partnership with Digital Divide Data under the specifications outlined here within, and both parties agree to hold all of the above-mentioned responsibilities binding for the duration of this contract.

Laban Okune

Founder Ma3 Route

Date.....

Signature.....

Sarah Baran

Z usha! Project Manager

Date.....

S ignature.....

Looking forward to collaborating with you.

Regards,



MATHEW MUNYAO
DIRECTOR, ROAD SAFETY
FOR: DIRECTOR GENERAL

V. Estimated Campaign Contributions

Zusha Campaign Year 1			
Campaign Reach: 164,000 Stickers in 25,000 matatus and buses, 20 billboards,			
	<i>Item</i>	<i>Cost Kshs</i>	<i>Partner</i>
Personnel	Project Personnel and management	5,000,000	Georgetown University/USAID
Sticker	Sticker Printing	6,200,000	Directline, GM, Georgetown/USAID
	Sticker Design	2,500,000	Safaricom
	Sticker Creative Production	2,000,000	Georgetown/USAID
	Sticker Distribution	2,000,000	Directline, NTSA
	Lottery Incentive	6,000,000	Directline
Billboard	Billboard Designs	1,500,000	Safaricom
	Billboard Creative Production	1,000,000	Georgetown/USAID
	Billboard Printing	900,000	Georgetown/USAID
	Billboard Space	8,400,000	Safaricom, GM
Digital Media	Promotional Video Production	4,500,000	Georgetown/USAID
	Promotional Video Creative Design	5,000,000	Raiford Co., US Executive Producers and Graphic Artists
	Web Development and Maintenance, Social Media	1,300,000	Georgetown/USAID
	Ma3route	850,000	Georgetown University/USAID
Radio	Radio Production	TBD	GM
	Radio Airtime	TBD	Safaricom, GM
Launch	Launch Event Management	900,000	Safaricom
	Launch Financing	1,500,000	Georgetown/USAID
	Launch Financing	1,500,000	NTSA?