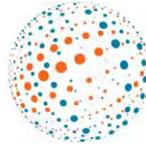




NETHOPE



GLOBAL BROADBAND AND INNOVATIONS ALLIANCE (GBI)

INNOVATIONS FOR YOUTH CAPACITY AND ENGAGEMENT (IYCE) FINAL REPORT

Submitted by:
Sherry Youssef
IYCE Program Manager
September 2015



TABLE OF CONTENTS

EXECUTIVE SUMMARY	iv
ACRONYMS	ix
1. INTRODUCTION	1
Goals and Objectives.....	2
OurCity Pilot Partners	2
Core Partners	2
Implementing Partners	3
Domain Experts.....	3
Local Jordanian NGO Partners	4
Partnerships, Leveraging, and Expenses.....	4
2. IYCE PROGRAM BACKGROUND AND HISTORY	5
Hiring of a Game Executive Producer	5
Selection of Impact/Focus/Theme/Genre	6
Platform Selection.....	7
Early Implementation	8
3. LOCAL PARTNERS AND NGO INTEGRATION	10
Sustainability Plan.....	11
Local Partners.....	11
In-Game Sponsorship Models.....	12
4. STRATEGY, DESIGN, AND DEVELOPMENT	13
Key Decisions	13
Theory of Change	13
Learning Pillars and Impact Objectives	15
Civic Engagement.....	17
Civic Knowledge	17
Civic Skills Critical Thinking	19
Civic Behavior.....	19
Game Content and Quest Creation.....	19
Gateway Versus Pathway.....	19

5. MARKETING AND THUNDERCLAP CAMPAIGN	20
Community Management	23
Advertising	23
Social Media Campaign	26
Social Media Metrics.....	28
6. MONITORING AND EVALUATION	31
Evaluation Questions and Goals	32
Methodology.....	32
Data Collection.....	32
Limitations of Data.....	32
Analysis Process	33
Findings	34
Results of Analytics	34
Survey Responses.....	36
Game Design Analysis	37
Recommendations	37
7. LESSONS LEARNED	39
 APPENDICES	
A: Games for Change Serious Games Development Cycle	44
B: IYCE Implementing Partners Chart	45
C: E-Line Media Workplan Tracking Log	46
D: Potential Global Partnerships List	58
E: Thunderclap Pages.....	59
F: Draft Post-Launch Community Management Plan	60
G: OurCity Screen Shots	83
H: Additional Player Metrics	87
I: OurCity/E-Line Ventures Privacy Policy	105
J: OurCity/E-Line Ventures Terms of Service	109
 FIGURES	
1: IYCE Leverage History	5

2: Popular Facebook City-Building Games in 2011	8
3: Role of Local NGO Partners.....	11
4: In-Game Sponsorship Models.....	12
5: Key Design and Development Decisions.....	14
6: OurCity Pilot Theory of Change	14
7: OurCity's Levels of Learning and Impact.....	16
8: OurCity's Key Learning Outcomes	16
9: Process for Identifying OurCity's Key Learning Outcomes	17
10: OurCity's Gateways and Pathway's Positioning.....	20
11: Insights on the 67 People Who "Liked" the OurCity Facebook Fan/Community Page as of January 25, 2015	22
12: The Facebook Ads Audience for Two \$5 Test Advertisements.....	24
13: \$73.52 in Paid Facebook Advertising Resulted in 3,005 Game Plays and 1,998 Game Installs.....	25
14: Total Login Users from January 21, 2015, to April 21, 2015 Totaled 7,120.....	29
15: Monthly Active Users as of April, 20, 2015, Were 5,646; Weekly Active Users Were 1,423; and Daily Active Users Were 192	29
16: New Logins from April 15 through 21, 2015 Totaled 1,115.....	30
17: Age and Gender of New Facebook Logins from January 23, 2015, to April 21, 2015	30
18: Players Participation across Decision Quests	34
19: Players Responses per Decision Quest	34
20: Percent Aggregate Player Decisions Over Time.....	35
21: Aggregate Player Decision over Time	35
22: Male versus Female Decisions	36
23: English versus Arabic User Decisions	36

EXECUTIVE SUMMARY

The Global Broadband and Innovations Alliance (GBI) Innovations for Youth Capacity and Engagement (IYCE) Program piloted a free city-building Facebook game in Jordan in late 2014 and early 2015 aimed at connecting with young people while building their skills in civic engagement. GBI is a cooperative agreement between the U.S. Agency for International Development (USAID) and NetHope. NetHope is a nonprofit consortium of more than 40 leading international humanitarian aid organizations working with major high technology firms to leverage information and communications technologies (ICTs) to improve the human condition worldwide. The GBI cooperative agreement enables USAID to create public-private partnerships leveraging NetHope's nonprofit members and high-tech supporters' donated/in-kind intellectual property, technology, personnel, and cash budget support.

The accomplishments of the IYCE OurCity game pilot upon program completion include:

- **Delivering to USAID a one-of-a-kind pilot game in English and Arabic, positioned for scale and replicable, which at the time of the printing of this final report has attracted about 50,000 users**
- **Improved local capacity of a core team of local Jordanian partners to understand, design, and develop serious games for social impact, adhering to the USAID Forward reform agenda**
- **Identifying and security a little over \$1 million in leverage invested into the program**
- **Identifying potential handover partners to take over the pilot**

As of September 2015, the time of the printing of this final report, the OurCity game had attracted about 50,000 users and its number of users continues to grow organically (i.e., not via paid advertising). These numbers make the IYCE program team believe as strongly as ever that, while ambitious, OurCity represents a powerful Theory of Change with a solid proof of concept well worth pursuing. The OurCity pilot holds great potential and with the availability of additional resources to further play out the proven concept and Theory of Change, the team is confident of the potential impact of leveraging serious social gaming for more effective youth engagement. Recent expressions of interest from external parties confirms the interest and belief in this Theory of Change.

Jordan was chosen for the IYCE pilot because about 85 percent of the population has Internet access; more than half of Jordanian youth are on Facebook; and, like many countries in the Middle East, more than 60 percent of Jordan's population is under the age of 30. **Relatively high Internet and Facebook penetration, very low levels of civic awareness and engagement, and a significant youth bulge made it an ideal country to test the value of a serious social game harnessing the time young people spend on Facebook.** A youth bulge occurs when a country achieves success in reducing infant mortality but mothers still have a high fertility rate. The result is that a large percentage of the population is comprised of youth, creating an enormous societal challenge of providing enough economic and social opportunities for them.

In accordance with the GBI model, OurCity was piloted in Jordan through public-private partnerships. It also was piloted with "real world" activities for players, such as volunteer opportunities. GBI subcontractor E-Line Media was responsible for the game's design, development, and production, and the Canadian gaming company Social Games Universe (SGU) also assisted with game development. Local Jordanian companies and nongovernmental organization (NGO) partners included Al Nasher, Gate2Play, Curlstone Studios, Jordan Gaming Lab, Jordan Education for Employment, Jordan Green Building Council, Royal

Society for the Conservation of Nature, Jordan River Foundation, and Partners Jordan. Ms. Rama Halaseh provided civic education content. Arizona State University's Center for Games and Impact implemented monitoring and evaluation (M&E) for the pilot. At the time of printing, both the National Democratic Institute (NDI) and UN-Habitat are in discussions about contributing funding to OurCity's continuation.

As a first-of-a-kind pilot, there were numerous challenges during planning, implementation, and M&E, especially in terms of building local capacity, budgeting, partnerships, and synchronizing multi-stakeholder timelines. Per USAID's request, this document serves not only as a Final Report for the IYCE program, but it is also a basic guidebook for future program scaling and/or replication.

The following are the key lessons learned categories:

Securing leveraging and partnerships for pilots without a proof of concept is challenging. Not only was the pilot the first USAID-funded project demonstrating the power of social games for more effective youth engagement, it also represented one of the first times, if not the first, that a serious social game was developed with USAID funding through a public-private partnership funding model like GBI's. Moreover, the OurCity pilot was based on a Theory of Change of game-as-service with real-world integration requiring a certain amount of partnership with local NGOs to execute. The lack of a prototype for a very new and unproven concept was very hard to "sell" to potential partners. When the project team approached potential partners with the concept of the game and its structure, potential partners expressed genuine interest. Because OurCity was a one-of-a-kind pilot, however, many potential partners were in need of a proof of concept before making a formal and final commitment to partnership. Additionally, many wanted some preliminary data on the impact and reach of the game, which, of course, is unavailable in the early stages of a pilot. A major lesson learned here was that when trying to pitch a new one-of-kind pilot, there needs to be some kind of proof of concept in place prior to negotiating partnerships. Now that a prototype is online and available and data has been collected regarding the player profile and possible reach of the game, sponsorship and leveraging packages would be a much more feasible sell.

The lack of dedicated resources and time for cultivating partnerships was also a challenge. While resources were earmarked at the beginning of the project for developing partnerships, the emphasis on this component of the effort diminished as the primary concern became getting the game to market. Furthermore, due to the "newness" of the project and the partners' inability to accurately predict and forecast the pilot's budget, all partners were stretched thin, leaving less level of effort that could be put into partnerships. A lesson learned is to dedicate more resources (both financial and human) to focus on partnerships, especially when a project aims to leverage donated/in-kind intellectual property, technology, personnel, and cash budget support.

Multi-stakeholder projects are complex and require extensive project management. The OurCity pilot attempted to execute against a very ambitious Theory of Change with more than 15 different partners spread across continents. Aligning diverse expectations and roles and responsibilities was extremely challenging on many fronts. Challenges were not only in terms of logistics across time zones and continents and developing systemic coordination and administration, but also in terms of desired outcomes and business cycles. Commercial business roles and cycles (namely the game producer and developer), international donor cycles, and processing and approval procedures made for a very complex

and often misaligned decision-making process. This challenge often manifested itself in missed deadlines, decision-making debates, and protracted timelines, all of which were a consequence of this pilot being the first of its kind. While part of this was the learning curve of a new game and the “getting to know each other” part of all new relationships, the need to align objectives, timelines, and desired outcomes early on in a project and ensure adherence to them is a key lesson learned.

Related lessons learned are ensuring a more “inclusive” development process with local stakeholders is very important and allocating sufficient resources for face-to-face meetings is critical. Of note, in some early stakeholder meetings financial literacy and workforce development were cited as two highly appealing themes. For this reason, the game executive producer, E-Line Media, felt the IYCE pilot should go one of these routes versus a civic engagement theme, which it predicted was going to be a complex theme given the unproven territory the game was aiming to cover. While the complexity of the endeavor was acknowledged, the agreed-upon decision was to pilot a civic engagement game. The two primary reasons for this were:

- It enabled the engagement of multiple teams within USAID Jordan as civic engagement could be linked to tangible issues such as education, health, etc.
- It would be responsive to the development objectives and interests of the primary USAID funder/partner, USAID’s Center of Excellence on Democracy, Human Rights, and Governance.

The lesson learned here is that if partners have concerns about the feasibility of the game content or genre, particularly those with deep knowledge about the specialized field of game development, they need to feel they have adequate space for voicing those concerns. In hindsight, it seems that this may not have been the case.

Designing games balancing learning and “fun” is tricky. Balancing USAID’s deep learning requirements with the realities of keeping the game “fun” and attractive was challenging. In the end the game may have been a bit of a “tweener” sitting somewhere between a “gateway” entertainment game that includes learning and impact objectives and a “pathway” game clearly designed and positioned for learning (please see the section on Gateway versus Pathway at the end of Chapter 4). A possible way to use resources efficiently in the future would be to clearly design and develop for a “gateway” or “pathway” game and not both. This issue needs to be explored more, especially considering the M&E challenges described in Chapter 6.

Deciding on the optimal platform is critical. As described in detail in the section on Platform Selection in Chapter 2, extensive time was dedicated to debating whether the pilot game should be desktop computer or mobile based; however, some of the most heated debate took place well into the game development process after the game concept had been developed. Fully understanding and analyzing the local and relevant international technology landscape prior to any game design or development is essential. The major challenge with the IYCE project on this front was that the game development process took much longer than expected, which meant that the technology landscape shifted during that time. Not revisiting the platform decision could have saved time and resources. While the IYCE program did succeed in piloting a desktop-only Facebook game, there is still a question as to whether the mobile platform would have worked just as well (please see the section on Platform Selection in Chapter 2). Popular city-building Facebook games CityVille and Farmville, for example, both released mobile versions during OurCity’s

development. Whether the desktop-only decision was the best course, considering the constantly changing technological landscape, is yet to be verified.

Designing a highly localized game makes it unique and appealing. A key component in the success of the OurCity pilot and the game's appeal was the exceptional local look, feel, and content of the game. This was by far the most consistent feedback received from all beta user testing as well as feedback post-launch. The unique and appealing local look and content was accomplished through the strategic identification of key local partners including Curl Stone Entertainment, a Jordanian digital art and animation studio that did all the artwork, and Ms. Rama Halaseh, a local civic engagement expert who fully understood the local landscape in terms of civic engagement. Additionally, Al Nasher, the game's in-country manager, was key in validating all steps of the process through local focus groups, and the company was lead liaison with all local NGO partners. Last but not least, the local community manager, Gate2Play, ensured that local social media content was developed that would attract a local community. ASU's Center for Games and Impact, as part of its M&E, indicated the game could have even been more playful and provocative with even more localized content (see Chapter 6), buttressing the lesson learned on the importance of localization to make a game unique and appealing.

It is important to anticipate and plan for local capacity constraints. As noted in the lesson learned directly above, OurCity's excellent local partners were key to the game's appeal and its exceptional local look, feel, and content. Using a local Jordanian game developer to build the game in the first phase of the project, however, proved to be too ambitious. The local Jordanian game developer was contracted due to its apparent expertise in the Facebook city building genre and the belief that the company had the capacity, vision, and cultural experience to develop a successful game and having a local developer would innately ensure future sustainability of the game and develop local capacity in this space. Within USAID, there was considerable debate as to whether that was actually the goal, with some feeling it was more important to get a good game. Unfortunately, as a small developer, the Jordanian company was thinly capitalized and, ultimately, was not able to execute and meet project deliverables. This was largely due to the mismatch between the business cycle of a small local technology company and an often bureaucratic multi-stakeholder project. A lesson learned is to anticipate and plan for local capacity constraints—and potential related small businesses liquidity issues—to ensure local partnerships are designed to enable success. Also, local capacity can and was built in many ways other than by engaging a local game developer, which was an initial focus of the selection process. The game's strongest quality was its local look and feel which was secured through a local digital art and animation studio and other local partners, not a local game developer.

Facebook algorithms are constantly changing requiring flexible and responsive social media strategy adjustments. As described in Chapter 5, Facebook made multiple changes in 2014 to its algorithm for determining which content people see high up in their news feeds. The originally envisioned OurCity pre-launch plan involved using a Facebook fan/community page to raise awareness about the game and its features, and these algorithm changes made the likelihood of success for the original plan slim. The inability to course correct rapidly in the face of well documented major changes to the primarily planned marketing channel's algorithms could very easily not have ended so well. The lesson learned here is that the constantly changing social media landscape needs to be continually monitored and marketing and

community building strategy adjustments need to be flexibly made to reflect current realities—not what was so a year or two ago.

Carefully calibrated strategic social media-based marketing works for serious social games. OurCity was effectively launched using low-cost social media-based marketing methods to jump start its viral organic (i.e., not via paid advertising) growth. A Thunderclap (as detailed in Chapter 5) was chosen as the primary launch outreach platform given the Facebook algorithm changes described in the lesson learned immediately above and the realities of OurCity’s online community at the time. There are basically three ways to make a huge impact on social media: (1) have a ton of fans and followers, (2) have access to a ton of people active on social media, or (3) have access to a few people with a ton of fans and followers. Even though OurCity had little hope of achieving launch success via pathway one, a Thunderclap enabled social media success through the leveraging of pathways two and three. As shown in Appendix E, the Thunderclap launch resulted in a social reach of about 1.1 million, a firm foundation at a relatively low cost for its successful launch. Similar to the lesson learned directly above, the lesson learned here is social media marketing and community building needs to be planned and executed reflecting *your* current realities—not what other online communities can do (but you cannot easily replicate or should not try to replicate due to a lack of fans and followers, a different product, a different audience, different objectives/desired outcomes, etc.).

A related issue is paid Facebook advertising. Both the launch and post-launch were buttressed through a very small amount of paid Facebook advertising as described in Chapter 5. This small amount of paid Facebook advertising demonstrated the cost-effectiveness of Facebook app install ads for reaching potential players in Jordan. In the absence of a viral miracle, it would be impossible for \$73.52 in social media management labor costs to result in almost 2,000 app installs. A key lesson learned is it would be very easy for organizations in the near term to cost effectively target very specific audiences by replicating and improving upon the approach described in Chapter 5.

ACRONYMS

ASU	Arizona State University
DCHA	U.S. Agency for International Development (USAID) Bureau for Democracy, Conflict, and Humanitarian Assistance
DRG	DCHA Center of Excellence on Democracy, Human Rights, and Governance
GBI	Global Broadband and Innovations Alliance cooperative agreement between USAID and NetHope
ICT	Information and Communications Technology
IYCE	Innovations for Youth Capacity and Engagement Program under GBI
JEFE	Jordan Education for Employment
JGBC	Jordan Green Building Council
KAFD	King Abdullah II Fund for Development
M&E	Monitoring and Evaluation
NDI	National Democratic Institute
NGO	Non-Governmental Organization
PMP	Performance Measurement Plan
RSCN	Royal Society for the Conservation of Nature
RFP	Request for Proposals
SGU	Social Games Universe
UN-Habitat	United Nations Human Settlements Program
USAID	U.S. Agency for International Development

CHAPTER 1: INTRODUCTION

In 2014 the global youth population reached 1.8 billion with “youth bulges” appearing in many countries. A youth bulge occurs when a country achieves success in reducing infant mortality but mothers still have a high fertility rate. The result is that a large percentage of the population is comprised of children and young adults, creating an enormous societal challenge of providing enough economic and social opportunities for them. As witnessed in almost all corners of the globe, if not effectively engaged, this youth bulge can pose incredible challenges to global security and stability. Alternatively, if youth are effectively engaged, they can play a positive role in achieving economic and social outcomes and global stability.

The U.S. Agency for International Development (USAID), under the Global Broadband and Innovations Alliance (GBI), developed the Innovations for Youth Capacity and Engagement (IYCE) program to harness information and communications technologies (ICTs) to address this global challenge with a focus on civic engagement. GBI is a cooperative agreement between NetHope and USAID, and NetHope is a nonprofit consortium of more than 40 leading international humanitarian aid organizations working with leading high-tech firms to leverage ICTs to improve the human condition worldwide. The GBI cooperative agreement enables USAID to create public-private partnerships leveraging NetHope’s nonprofit members and high-tech supporters’ donated/in-kind intellectual property, technology, personnel, and cash budget support. In Fiscal Year (FY) 2014, for example, the total value of these leveraging commitments (\$28,117,130) was more than nine times USAID’s funding to GBI (\$3,050,199). A cooperative agreement goal, consistently met and exceeded overall, is identifying and securing resources from non-traditional partners at a ratio of at least 2:1 of USAID funding.

In late 2014 and early 2015, the IYCE program piloted a free Arabic- and English-language civic education Facebook game in Jordan. **As of September 2015, the time of the printing of this final report, the game had attracted some 50,000 users, and its number of users continues to grow organically (i.e., not via paid advertising).** Not only was the pilot the first USAID-funded project demonstrating the power of social media for more effective youth engagement, it also represented one of the first times, if not the first, a serious social game was developed with USAID funding through a public-private partnership funding model like GBI’s. Jordan was chosen for the pilot because about 85 percent of the population has Internet access; more than half of Jordanian youth are on Facebook; and, like many countries in the Middle East, more than 60 percent of Jordan’s population is under the age of 30. **Relatively high Internet and Facebook penetration, very low levels of civic awareness and engagement, and a significant youth bulge made it an ideal country to test the value of a serious social game harnessing the time young people spend on Facebook. GBI was successful at meeting this challenge and delivered a one-of-a-kind pilot to USAID.**

Specifically, the OurCity pilot tested whether a serious social game could be used to empower youth to develop the skills, attitudes, and motivation they need to become engaged citizens who work together to make communities stronger, healthier, and better able to meet the needs of the people who live in them. The game focuses on growing and managing a virtual Jordanian city. Players add buildings to the city and increase its population while managing challenges, such as providing energy, education, and healthcare; addressing unemployment; and ensuring sustainable growth. To enhance learning, the game was designed to provide opportunities for players to apply their virtual experience offline through “real-world

engagements,” such as volunteer and service learning activities organized by local nongovernmental organization (NGO) partners. This provided a unique platform for both virtual and real world civic engagement as a means of stimulating behavior change.

GOALS AND OBJECTIVES

The IYCE program’s objectives were:

- Utilize the power of innovative technology, including serious games, to empower, engage and educate youth and assist them in their transition to adulthood.
- Forge sustainable public-private alliances that marry gaming, social media and technology with international development.
- Develop platforms that are flexible and scalable on a global level, while amplifying bottom-up efforts and local and regional capacity.

The OurCity game pilot’s objectives were:

- Prove a Theory of Change around the effectiveness of serious gaming for increased youth engagement
- Pilot a continuous learning loop between the online world and the real world
- Support the premise that social media can be used as a tool to promote advancements in the field of development
- Increase civic knowledge, skills, and behaviors among Jordanian youth
- Improve self-efficacy and create incentives for community and civic engagement

OURCITY PILOT PARTNERS

This pilot was conceptualized by a USAID cross-sector team composed of representatives from USAID’s Democracy, Conflict, and Humanitarian Assistance (DCHA); Global Health (GH); and Economic Growth, Education and Environment (E3) Bureaus, with DCHA’s Center of Excellence on Democracy, Human Rights and Governance (DRG) serving as the lead. The project served as a learning experience with the intention of pushing the frontiers of typical development interventions and aiming to prove that alternative approaches are needed to engage youth. The conceptualized pilot also fully supported the USAID Forward reform agenda by engaging and building the capacity of local nongovernmental organization (NGO) partners and introducing to Jordan a new possible niche area of serious game design and development for the country to explore.

CORE PARTNERS

Through the GBI cooperative agreement with NetHope, USAID provided the majority of the pilot’s funding (please see the following section on Partnerships, Leveraging, and Expenses). USAID, NetHope, and E-Line Media were IYCE’s core partners. E-Line Media is a developer and publishers of games that help youth and young adults thrive in a complex, rapidly changing and digitally connected world. GBI originally subcontracted E-Line Media as the game’s producer, but after the game’s first two developers needed to be replaced, E-Line Media took over the game’s development and production to ensure successful market completion (please see the section on Early Implementation in Chapter 2).

IMPLEMENTING PARTNERS

- **Aranim:** Jordanian gaming company initially engaged to develop the game.
- **Social Game Universe Inc.:** Canadian-based social gaming developer engaged to develop the game after Aranim needed to be replaced.
- **Al Nasher:** Jordanian public relations and communications firm that was the game's in-country manager. Al Nasher advised on public outreach, supported focus group testing, translated text from English to Arabic, coordinated with the local Jordanian NGOs, and supported post launch outreach/activities.
- **Gate2Play:** Jordanian social gaming community management company engaged as the game's bilingual local community manager. Gate2Play managed the game's social media accounts, responded to customer service issues, helped test and refine the game during its alpha and beta launches, and developed and supported post launch outreach.
- **The King Abdullah II Fund for Development (KAFD) Gaming Lab:** Jordanian NGO that manages the Jordan Gaming Lab and provided testing and validation of the game's alpha and beta launches.
- **Curl Stone Entertainment:** Jordanian digital art and animation studio engaged to produce the game's art assets.
- **UN-Habitat:** The United Nations office in charge of human settlements contributing funding to transition the pilot to a new local partner. It also would like to leverage and incorporate the game into its urban city development and youth programs.
- **NDI:** NDI is a U.S.-based nonprofit, nonpartisan NGO supporting democratic institutions and practices in every region of the world. The NDI office in Jordan is contributing game transition funding and planning to take over the game and integrate it into its youth engagement activities.
- **The Arizona State University Center for Games and Impact:** A university center with expertise in investigating, innovating, and cultivating game-infused solutions to society's biggest challenges. The center was engaged for the game's monitoring and evaluation (M&E) as well as defining its learning objectives and working with the game design team to ensure the learning objectives would be met by the game.
- **Mission Measurement:** Mission Measurement is a leading firm in social sector data and insights with expertise in standardizing, measuring, and predicting social outcomes. Mission Measurement was engaged at the outset of the project to design and develop the first IYCE M&E framework as well as the project's Performance Measurement Plan (PMP).

DOMAIN EXPERTS

- **Ms. Rama Halaseh,** Jordanian Civic Engagement Expert advising on local civic engagement aspects
- **Mr. Nick Fortugno,** Co-Founder of Playmatics, and U.S.-based Serious Gaming Consultant engaged by USAID Washington
- **Mr. Asi Burak,** an award-winning game creator, tech executive, and social entrepreneur serving as President of the NGO *Games for Change*, Executive Producer of the Half the Sky Movement games, and a U.S.-based Serious Gaming Consultant engaged by USAID Washington

LOCAL JORDANIAN NGO PARTNERS

- Jordan River Foundation
- Jordan Education for Employment (JEFE)
- Jordan Green Building Council (JGBC)
- Partners Jordan
- Royal Society for the Conservation of Nature (RSCN)

PARTNERSHIPS, LEVERAGING, AND EXPENSES

Part of the GBI agreement with USAID was to ensure sizeable leverage in the IYCE program. At present, UN-Habitat has agreed to provide \$10,000 to the IYCE program to support the transition of the game to a local partner. The NDI office in Jordan has also expressed its desire to provide game transition funding, take over the game, and pilot incorporating it into its existing youth engagement programming throughout Jordan. The final NDI and UN-Habitat leveraging numbers, however, are not available at the time of the writing of this report.

Figure 1 shows the recorded leveraging numbers as of June 2015 against USAID-funded expenses from the start of the IYCE program through March 2015. The table is a summary of the leverage that was secured under the OurCity Pilot. The figures include in-kind contributions including costs of code development, human resource time (staff/employee hours that were not billed to the project), costs of services (i.e. rental of the KAFD Gaming Lab to test the game) as well as product/service contributions from project partners including code development, licensing and hosting fees, focus groups, and public awareness events.

The breakdown for USAID-funded expenses are:

- \$265,260 expenses for activities performed in FY2010 and FY2011
- \$494,550 expenses for activities performed in FY2012
- \$490,688 expenses for activities performed in FY2013
- \$316,997 expenses for activities performed in FY2014
- \$86,386 expenses for activities performed in FY2015
- **1,653,861 total from FY 2010 through FY 2015**

Partner	Leverage
Al Nasher	\$120,000
E-Line Media	\$450,000
Gate2Play	\$40,000
Ms. Rama Halaseh	\$20,000
KAFD Gaming Lab	\$20,000
NetHope	\$57,104
Social Games Universe	\$315,000
Total Leverage	\$1,022,104
USAID Funding	\$1,653,861
Total Expenditures	\$2,675,965

Figure 1: IYCE Leverage History

CHAPTER 2: IYCE PROGRAM BACKGROUND AND HISTORY

When USAID awarded NetHope the GBI cooperative agreement in September 2010, the IYCE program was named as an initial applications pilot project aimed at engaging youth through gaming.

HIRING OF A GAME EXECUTIVE PRODUCER

In IYCE’s initial phase, USAID engaged the NGO *Games for Change* as an independent consultant to assist in strategic design and implementation issues related to developing the project. *Games for Change* is a nonprofit based in New York that facilitates the creation and distribution of social impact games that serve as critical tools in humanitarian and educational efforts. *Games for Change* recommended the IYCE program’s pilot have an executive producer with significant serious gaming development experience to help manage the technical design and development process and to align diverse stakeholders. After going through a Request for Proposal (RFP) and sourcing process, GBI selected E-Line Media as the pilot’s executive producer. The game’s executive producer, akin to the role of a film producer, includes the following responsibilities:

- Negotiating contracts, including licensing deals
- Acting as a liaison between the development staff and the upper stakeholders (publisher or executive staff)
- Developing and maintaining schedules and budgets
- Overseeing creative (art and design) and technical development (game programming) of the game
- Ensuring timely delivery of deliverables (such as milestones)
- Scheduling timely quality assurance (testing)
- Arranging for beta testing and focus groups, if applicable
- Arranging for localization
- Pitching game ideas to publishers

SELECTION OF IMPACT/FOCUS/THEME/GENRE

In September 2011, the IYCE core team (USAID, GBI, and E-Line Media) took an initial fact finding and validation trip to Jordan to explore, test, and validate a variety of approaches to harnessing the power of games to engage and empower youth in Jordan. In preparation for the trip, E-Line Media led a research and concepting phase, resulting in the delivery to the IYCE core team a high-level presentation on five impact ideas with “strawmen” concepts to be considered when selecting the pilot’s impact area, theme, and genre. The following is an overview of the high-level “strawmen” concepts:

- **Workforce Development Game:** A game (or suite of games) that help youth understand the range of open jobs (and projected areas of job growth) in their region; develop pathways for motivated youth to find, prepare for, and interview for these open jobs; and provides overviews of the sectors and “soft” skills, such as interviewing, following-up, what to wear, etc., and pathways for developing hard skills.
- **Civic Knowledge and Engagement Game:** Players learn the core principles of civic knowledge through the building of a Jordanian city on Facebook and have an opportunity to apply this knowledge through real-world civic engagement that accelerates leveling up in the game.
- **Water Sustainability Game with Youth Engagement:** Player must save Jordan from running out of water through highly engaging real-time action strategy gameplay based on real-world data of Jordan’s water usage and opportunity to unlock new levels by participating in real-world activities to reduce water usage in partnership with local NGOs.
- **Family Financial Literacy Game:** Players must improve the finances of an average Jordanian family by playing family members and making decisions ranging from family planning to saving.
- **Design, Engineering, and 21st Century Skills Game-Making:** Develop engineering and system thinking skills through youth game-making workshops, competitions, and festivals leveraging proven tools and formats that could be adapted for the local context in Jordan.

E-Line Media, the game executive producer, highly recommended the financial literacy or workforce development themes, as they would be easier to implement; however, the initial IYCE Program Manager and USAID ultimately decided on the civic engagement theme, recognizing it would be a complex theme to work with both in terms of game design and partnership building. The primary reasons for selecting the civic engagement theme were the following:

- Various teams within USAID/Jordan were interested in the gaming project, and opting for a city-building/civic engagement game could touch on multiple themes through a civic engagement lens while providing an opportunity to engage various sectors (i.e., health, education, etc.).
- Core funding for the project was provided by USAID's Center of Excellence on Democracy, Human Rights, and Governance.

The initial GBI IYCE Program Manager was also supportive of the idea of a city-building civic engagement game given his experience working on similar topics within the commercial gaming world. A lesson learned is that if partners have concerns about the feasibility of the game content or genre, particularly those with deep knowledge about the specialized field of game development, they need to feel they have adequate space for voicing those concerns.

PLATFORM SELECTION

During the first scoping mission to Jordan in 2011, the IYCE team, which included representatives from USAID, NetHope, and E-Line Media, examined the ICT and gaming landscape to identify the most suitable platform for the game. The team selected a Facebook platform and building a desktop game due to the high numbers of Jordanian youth using Facebook and the low penetration of the smartphone market at that time. Youth focus groups also revealed that many young people were accessing the Internet through gaming labs or computer centers (primarily young men) or at home or through their friends' computers (primarily young women). To reach as many young people as possible, the decision was made to create a desktop game.

Based on the findings from the scoping mission, GBI had the game built for a desktop platform with a target of using a mobile platform should USAID or another partner want to expand the pilot to more users in Jordan or to other countries around the world.

Moreover, in terms of the type of game that would be built, the only social media platform that could support this game genre was Facebook. Figure 2 shows Facebook metrics for popular city-building games when Facebook was selected as a platform in 2011. The usage of Facebook was on the rise in Jordan (as well as the over-all Middle East and North Africa region), and it was a platform that was very familiar to the target audience and Facebook was the key platform expertise of the GBI project lead at the time.

In its earliest stages the project first engaged a local Jordanian game developer to build the game. When the first developer was unable to meet the project's demanding timelines and technology requirements (please see the section on Early Implementation below) and a new developer was being procured, the project went on pause and there was an opportunity to revisit the initial platform choice. At this point, mobile games were becoming increasingly popular, so it was natural to look at mobile as a possible platform—and there were strong advocates for a switch to mobile. According to the game's executive producer, E-Line Media, the selected genre, city-building with numerous quest narratives, was not possible on mobile (even for the most experienced and well-capitalized commercial Facebook city-building game developers) and even the higher end smart phones did not have a form factor capable of supporting the genre—beyond mobile updates and extensions (versus core game loops). Following deep debates, the project decided to proceed with the technical recommendation of the game producer and proceed to build a desktop-only Facebook game. Meanwhile, popular city-building Facebook games CityVille and Farmville, for example, both released mobile versions during OurCity's development.

Social city-building games are one of the worlds **fastest growing** game genres with **hundreds of millions** of players globally ...



Top 5 city building Facebook Games:

Rank by: Monthly Active Users (MAU)

1.CityVille	75,924,060
2.Empires & Allies	42,357,247
3.FarmVille	34,849,698
4.The Sims Social	24,612,463
5.Pioneer Trail	19,758,107

AppData: Monday, Sep 12, 2011

These social games are fun, engaging and **rigorously optimized** every week for viral propagation & free to play conversion

Figure 2: Popular Facebook City-Building Games in 2011

As noted earlier, there was an initial project plan to integrate mobile extensions (i.e., updates and check-ins) into the desktop Facebook game. A global tender was issued and three responses were short-listed for on site evaluation. Due to the challenge of closing deals with local mobile operators to support the mobile extensions and ongoing budget/time constraints, all stakeholders concurred that mobile integration should be done in future phases of the project. It is important to note, however, local mobile network operators expressed significant interest in partnering with the OurCity pilot, especially since it would give them access to youth they may not be reaching and allow for innovative in game branding and product/service placement. **Exploring partnerships with local mobile network operators for mobile extensions or mobile versions of the game should be further developed.**

Finally, one of the key benefits of Facebook as a platform was its social features, a force multiplier in terms of reach and organic growth over time. **While some of these social features were integrated into the game (e.g. ability to post updates on the player's wall), other key social features (e.g. the ability to see other players' cities, receive gifts from player friends, give gifts to player friends, help or collaborate with player friends, etc.) were not fully leveraged or implemented due to budget/time constraints.**

EARLY IMPLEMENTATION

In line with the USAID Forward reform agenda on building local capacity, the project attempted to use as many local resources as possible. Following the initial scoping mission to Jordan, which revealed a burgeoning game development community, the IYCE program aimed to find a Jordanian or Middle Eastern developer to build the game. At that point, the IYCE team was able to find one Jordanian developer with proven Facebook city-building game experience. The team also explored options to engage other game developers in the region or neighboring regions. Platform and genre experience was the top filter in selecting and evaluating local developers. After receiving four responses to an RFP issued in Jordan and

the region, GBI, with E-Line Media's input, selected a local developer based in Amman called Aranim, a small development studio that was the only developer with platform and genre expertise. Unfortunately, as a small developer Aranim was not able to execute and meet project deliverables. This was largely due to the mismatch between the business cycle of a small local technology company and an often bureaucratic multi-stakeholder project. When GBI realized the company's inability to meet the pilot's requirements, Aranim and NetHope agreed that the scope of the project was not in line with Aranim's core business offerings. A search began for a new game developer looking into options from all parts of the world.

The project then moved to find an international developer with proven platform and genre expertise that could meet the budget and time constraints and also understand the international development/learning aspects of the game. E-Line Media's selection framework and process focused on evaluating each studio's Facebook game development experience and design capabilities, commitment to impact and learning goals, willingness and flexibility to work with Jordanian and external development resources, financial strength, partnership potential and risks. During the sourcing process, E-Line Media found experienced developers that had very strong technology and expertise, who did client-based work, but they were often out of the pilot's budget range.

Key considerations while sourcing a new partner:

- **Game Development Platform/Technology:** Technology team with experience developing games for Facebook; existing city-building/resource management engine that has supported a Facebook game in the market and willing to work on a client-based project with some components of the game (e.g. art, local content/updates) sourced in Jordan.
- **Game Design:** Game designer with Facebook experience, strong familiarity with city-building/resource management genre, committed to impact/learning goals and with willingness to work in Jordan (and, possibly New York) as project requires.
- **Visual Design:** Visual design and art production team capable of capturing Jordanian look and feel.
- **Localization/Local Content Writing/Editing:** Combination of Arabic translation as well as daily content writing/editing that are locally generated and culturally sensitive (may be two separate organizations/individuals).

After an extensive evaluation and multi-stakeholder selection process, the decision was made to go with Social Game Universe (SGU), based in Toronto. SGU was a small studio that had a successful Facebook game in the market with more than 1 million players as well as a passion for, and some experience with, serious games. While SGU was a competent group technically and very generously provided \$315,000 in in-kind development, the company had some known gaps in its game design and art skillset, which is common with all smaller game development studios. All were known risks when deciding to go with the company but manageable as it hired consultants on an as-needed basis to fill gaps. During the game's development, however, SGU faced challenges merging its internal resource capacity with the multi-stakeholders' timelines and approval processes. Ultimately, SGU did not complete the project and game development was transferred.

When the second developer (SGU) was not able to meet deliverables, it was agreed by all project stakeholders that E-Line Media should assume the game's development to ensure the game got developed and out into market. This decision was made due to the increased resource acquisition of E-

Line Media, most notably its recent establishment of a game development office in Arizona as well as its intimate involvement in the game's conceptual framework and design. Additionally, since E-Line Media was intimately involved in the game's design, it made sense for the company to continue building upon this institutional knowledge and complete OurCity's development.

CHAPTER 3: LOCAL PARTNERS AND NGO INTEGRATION

A key component in the ultimate success of the pilot and OurCity's appeal was the exceptional local look, feel, and content of the game. This was by far the most consistent feedback received from all beta user testing as well as feedback post-launch. This was accomplished through the strategic identification of key local partners including Curl Stone Entertainment, a Jordanian digital art and animation studio that did all the artwork and Ms. Rama Halaseh, a local civic engagement expert that fully understood the local landscape in terms of civic engagement. Additionally, Al Nasher, the game's in-country manager, was key in validating all steps of the process through local focus groups, and the company was lead liaison with all local NGO partners. For testing of the game, the local Jordanian Gaming Lab was leveraged to provide direct access to the exact target audience and allow for consistent local testing and feedback. Last but not least, the local community manager, Gate2Play, ensured that local social media content was developed that would attract a local community. Gate2Play also responded to customer service issues and helped test and refine the game during its alpha and beta launches.

At the outset of the OurCity pilot, it was agreed that five local NGOs would be engaged to provide two main roles:

- Provide locally driven and relevant local content and serve as local subject matter experts on game quest design
- Provide players with offline real-world engagements

The selection criteria for the local NGO selection was as follows:

- Active youth engagement programming that could be leveraged for real-world engagements
- Work in a topic that was relevant to the city-building genre of the game
- Basic level of technology awareness
- Willingness to commit time and resources to support the game

In return, NGOs were offered the following:

- A unique opportunity to be part of a one-of-a-kind pilot
- Opportunities for in-game branding and recognition
- Access to a relevant target audience that the NGOs would not normally be able to access (youth online gamers around the country)
- Participation in a new type of programming (serious social online gaming) that could further expand their current programming

Figure 3 contains a chart outlining the role of local NGO partners:

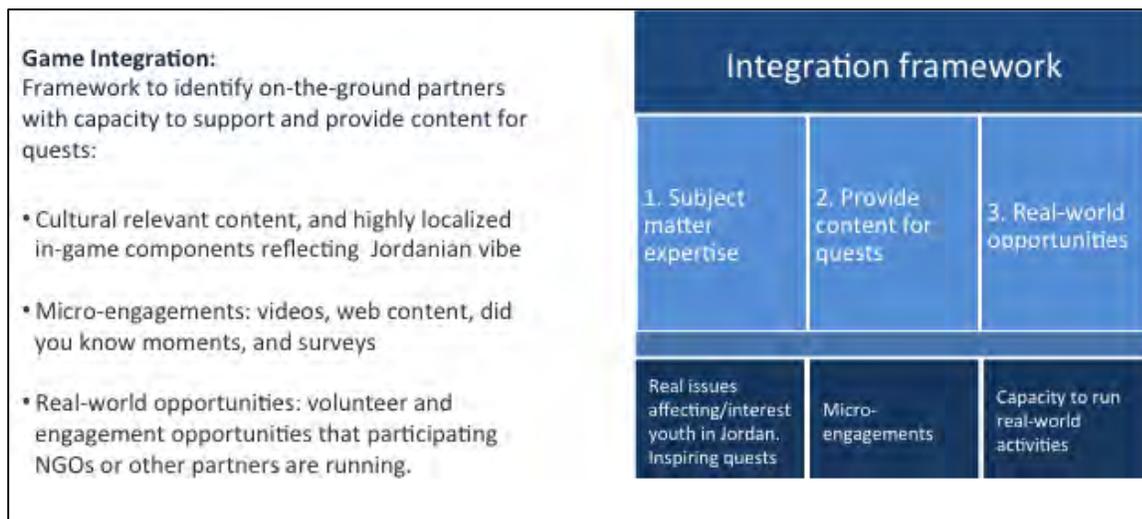


Figure 3: Role of Local NGO Partners

SUSTAINABILITY PLAN

LOCAL PARTNERS

While a number of local partners were approached and many expressed deep interest in the OurCity concept, a handover plan was unable to be finalized prior to the pilot’s completion. The King Abdullah II Fund for Development (KAFD) at one point engaged the IYCE team for a period of time and was close to taking over the game. However, when its organization had a major change in management, there was a review of the IYCE partnership and the combined new management and ensuing budget constraints did not allow for this highly promising partnership to close.

More recently, after pilot completion, discussions with another handover partner began. At present, NDI and UN-Habitat have both agreed to provide funding to the IYCE program to support the transition of the game. The NDI office in Jordan has expressed its desire to take over the game and to integrate it into its existing youth engagement programming throughout Jordan. UN-Habitat would also like to incorporate the game into its urban city development and youth programs.

Potential local partners approached for partnership included 4 PS Integrated Marketing Communication, Abdali Investment and Development PSC, Al Hussein Society for the Rehabilitation of the Physically Challenged, Al Mehanya for Real Estate Investment and Housing PLC Darat Jordan Holdings, Amniah, Asdaa, B Design Group Advertising Agency, BeAmman, Bidaya Corporate Communication, Bonyan Jordan, Damac Properties, Hala FM, Hills Advertising, Ipsos Jordan, JoAnimate, Jordan Exporters Association, Jordan Inbound Tour Operators Association, Kassab Media Marketing, Kharabesh, Kurdi Group, Madaen Al Nour Real Estate Investment and Development, Mazaj FM, Mamac Ogilvy & Mather, Mood FM, MRD, National Association for Special Needs, National Energy Research Center, Net Advantage Internet Marketing Solutions, Oasis, Play FM, Radio Rotana, Raya Development and Investment, Research 2.0,

Roya, Royal Firm Commission Jordan, Royal Health Awareness Society, Sawt el Ghad, Social Media Forum, Spin JO FM, Starcom MediaVest Group, Taameer Jordan Holdings, TactiX Strategic Consulting, Talking Media, Trans Arabia Creative Communications, Union Land Development, and Zain.

IN-GAME SPONSORSHIP MODELS

In-game sponsorships models are a common strategy for building partnerships. This model was explored as one approach to ensuring the sustainability of the project. This is a common practice in online gaming and was something that this project aimed to integrate into the game. The rationale was that it not only provided increased localization—through local branding making the game look and feel even more local—but it more importantly created a potential revenue stream for the game. In-game sponsors would contribute to the game through multi-tiered sponsorship packages that would provide revenue to sustain the game. The development team designed and preliminarily integrated key hooks and models for sponsorships into the game; however, the timing and available resources did not allow of the closing of such sponsorships. As noted in Chapter 7, securing game partnerships was a challenge due to the lack of a prototype assisting potential partners in fully understanding the game. Another challenge for some potential partners was the inability to know in advance who the game would actually reach. The target population for the game was Jordanian youth aged 15 to 24; however, some partners needed more detailed information. **Now that a prototype is online and available and data has been collected regarding the player profile and possible reach of the game, sponsorship package would be a much more feasible sell.**

Figure 4 shows some of the models that were designed into the experience.

Sponsorship Type	In-game example
<p>Branded daily "News bulletin":</p> <ul style="list-style-type: none"> - Core mechanic: Sponsor-branded in-game daily Newsfeed bulletin. - Game: Player gets tips, latest news on items and activities - Benefit: Sponsor awareness and engagement with relevant product/service 	
<p>Branded in-game decoration:</p> <ul style="list-style-type: none"> - Core mechanic: Gifting sponsor branded virtual goods for decorative purposes - Game: Personalize player's virtual space. Item doesn't directly affect gameplay. - Benefit: Sponsor awareness potentially tied to relevant product/service. 	
<p>Branded "special edition themed" quest:</p> <ul style="list-style-type: none"> - Core mechanic: Sponsor themed missions (aligned with the game's core values) rewards; collection items, facts, videos. - Game: Player complete quest to get access to premium content/bigger in-game rewards. - Benefit: Drive deeper engagement with sponsor product/service 	

Figure 4: In-Game Sponsorship Models

CHAPTER 4: STRATEGY, DESIGN, AND DEVELOPMENT

A growing body of research highlights the enormous potential of games to help address some of the most pressing social, cultural, scientific, and economic challenges of the 21st Century. Well-designed games and game-infused experiences offer a delicate balance of challenges and rewards that can drive deep levels of engagement and time-on-task, enabling players to advance at their own pace while succeeding or failing in a safe and supportive environment. They can even enable players to step into different roles (e.g. scientist, explorer, inventor, political leader), confront a problem, make meaningful choices, and explore the consequences. However, and quite importantly, there is no silver bullet in using games to improve learning or engagement, and using games to impact behaviors or attitudes like civic engagement is still a nascent endeavor. This chapter details some of the strategy, design, and development issues faced in implementing the one-of-a-kind OurCity pilot.

KEY DECISIONS

Figure 5 illustrates the key decisions that were made to initiate the design and development of the OurCity pilot. The key decisions attempted to merge the concerns of the many stakeholders and ensure that the project stayed on course. While there were other decisions that needed to be made, including securing local partners and designing and forging marketing and partnership strategies, the below topics were the core pillars upon which the project anchored itself. The prioritization of these key decisions differed significantly from one stakeholder to another; however, there was overall consensus that these were the project's core decisions. In terms of the key decisions shown in Figure 5, one of the most significant was the context, which addressed the decision to reach youth in their discretionary time versus through an informal or formal learning context. This meant that the game needed to compete with all of the other online products and services available to youth in Jordan, including commercial games in the same or similar genres often developed with significantly larger budgets.

THEORY OF CHANGE

To design OurCity to deliver civic education value, the team used the project's goals and objectives to map backwards and identify necessary preconditions. Figure 6 shows the results of the official Theory of Change exercise that came out of that. All stakeholders agreed to the Theory of Change and used it in public outreach to explain what the game was aiming to prove.

Due to a wide variety of challenges and constraints—including a lack of local capacity and approval delays such as extensive multi-stakeholder approval processes throughout the implementation of the project—the Theory of Change was not fully implemented during the pilot phase. The pilot did succeed in delivering key parts of the Theory of Change and they can be evaluated and the over-all development and implementation process can be studied for lessons learned. In terms of which parts of Theory of Change were prioritized given that trade-offs needed to be made, there were some natural tensions:



Figure 5: Key Design and Development Decisions

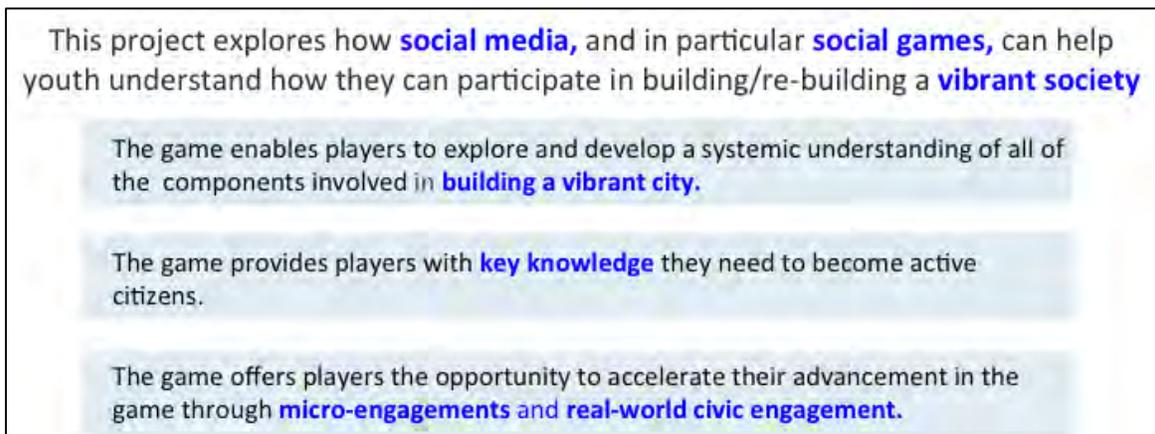


Figure 6: OurCity Pilot Theory of Change

- The relative priority of creating more quests with extensive learning goals in the core game loops versus ensuring a minimum number of digital and real-world civic engagement opportunities to experience key points in the virtual and real world
- The relative priority of adding more content versus enabling more time to optimize existing content
- Striking a balance between keeping the game “fun” and exciting and able to attract players in their discretionary time versus ensuring a certain level of “deep” learning takes place.

The priority ended up being placed on fostering online civic knowledge versus real-world engagement in this first pilot phase of the project, largely due to budget and timing constraints which resulted in delays in getting the game to market. In fact, due to the above mentioned constraints and project close-down, the pilot featured only two real-world engagements that could accelerate the players in game city (a key element of the Theory of Change). Moreover, due to the priority being on online quest content additions, the two real-world engagement implementations happened at the end of the pilot restricting the time available for their impact assessment and evaluation. All of the “hooks” are currently in place for this to happen going forward. As the game is assumed by other partners and replicated, there will be greater potential to assess the impact of the real-world engagements component of OurCity and its Theory of Change. **It is important to note that real-world engagements have been a significant attraction in all potential partner discussions and therefore it is highly recommended that this component—real-world engagements—be a priority for further development and the means by which the Theory of Change can be truly assessed. It is also important to recognize that in order to effectively implement real-world engagements, local partners need to have the necessary time and capacity to engage in this component as it requires ensuring a system is in place for tracking the players who participate in the real-world engagements and verifying they receive the codes allocated during the events to be inputted into the game to receive their rewards.**

LEARNING PILLARS AND IMPACT OBJECTIVES

At the core of this project was a set of learning pillars and impact objectives. All game design, content creation, and player targeting was done to reinforce the outlined learning pillars. Designing and obtaining multi-stakeholder approval of the game’s learning pillars was also a challenging process in that each stakeholder had a slightly different perspective on the depth of learning and the desired impacts. USAID, the main funder, was in favor of deeper learning, while E-Line Media, the game producer and developer, was more in favor of creating a “sticky” game that was first and foremost “fun” and that learning came as a consequence of the “fun” nature of the game. The tension was in the degree of learning that the different stakeholders expected from the game. E-Line Media advocated for a “gateway” game, while USAID insisted on a more in-depth learning experience, which may not have been feasible with the selected platform (please see the section on Gateway versus Pathway below).

In addition, this project had to balance creating learning pillars and impact objectives for very diverse groups of players with a broad range of civic awareness, knowledge, and experience. The result was a set of learning pillars and impact objectives where the game worked on three main levels of knowledge, skills development, and behavior changes all with a set of impact objectives. Figure 7 contains a table outlining the levels of learning and impact the game was built around. Figure 8 is a diagram illustrating the key



Figure 7: OurCity's Levels of Learning and Impact

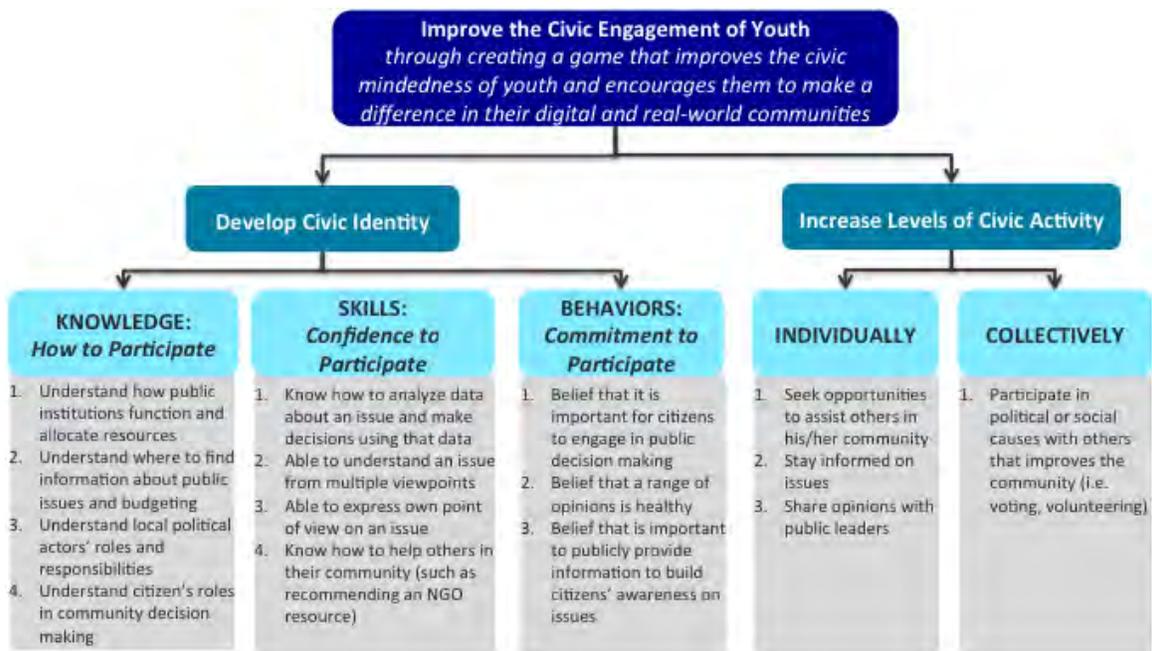


Figure 8: OurCity's Key Learning Outcomes

learning outcomes that were anticipated to be accomplished by the game. Figure 9 is a diagram outlining the process for identifying key learning outcomes.

Once the civic engagement learning pillars were defined and approved by USAID, the pilot team worked closely with Ms. Rama Halaseh, the Jordanian Civic Engagement Expert, in translating the civic engagement learning pillars into the different areas of engagement players were presented throughout

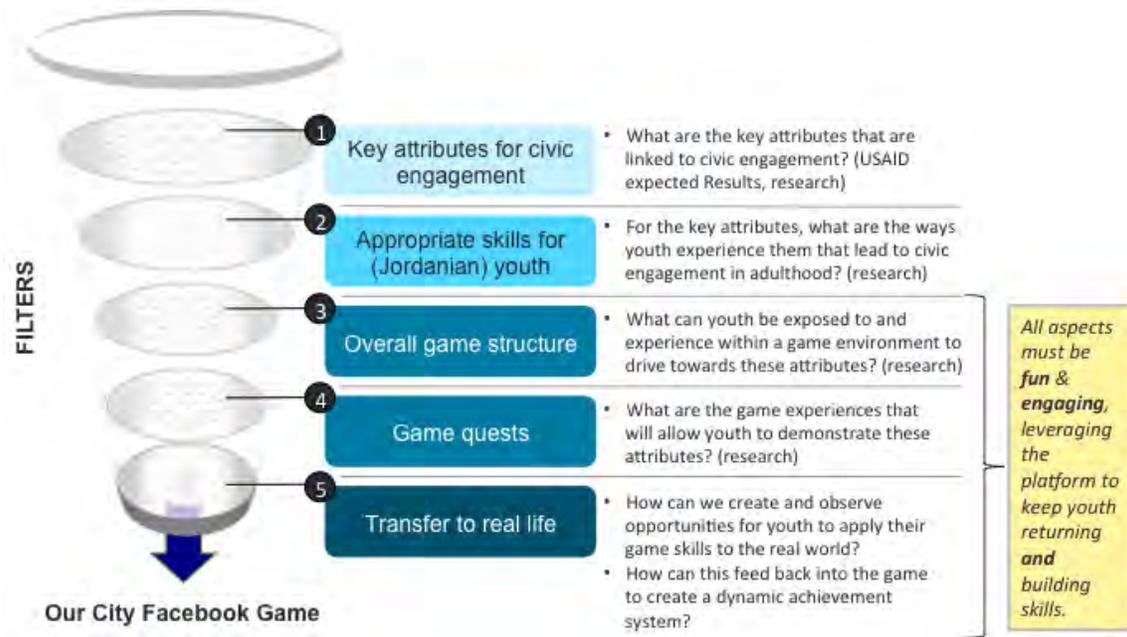


Figure 9: Process for Identifying OurCity’s Key Learning Outcomes

the game. Ms. Halaseh was also responsible for ensuring the content was relevant and understandable in the Jordanian context. It was agreed that the game, in its pilot phase, would address civic knowledge (the lowest level of engagement), civic skills, and civic behaviors (the highest level of civic engagement). Through these tiered engagement experiences or levels it was expected to achieve the below listed impacts in terms of civic knowledge, civic skills, and civic behaviors.

CIVIC ENGAGEMENT

Game mechanics used for the civic engagement impact objectives were as follows:

CIVIC KNOWLEDGE

- **City Hall:** Key to maintaining an essential relationship between citizens and decision-makers. The Mayor meets with citizens or citizens gather to express their opinions to public officials.
- **Inclusion Featured on Many Levels:** Diverse citizen characters are presented. Issues within quests also address different groups within the citizenry, such as handicap access, women’s employment, youth’s need for public spaces, youth-friendly venues and religious spaces, etc.
- **The Role of Media:** The media is used to resemble a two-way communication between citizens and the Mayor.
- **Citizen Approval Rating:** Measures the satisfaction level of the citizens to visualize the relationship between citizens and the mayor.
- **Civic Tools:** Within quests, participation tools are embedded as an integral part of solving the quest. For example:

- **Talking to Citizens:** Asks the player to speak with the people of the city to gather their thoughts and opinions on the topic at hand. Each citizen will offer different perspectives on the matter, stating their circumstances and how the decision will affect them.
- **Town Hall Meetings:** Asks the player to convene with the people at City Hall to gather their thoughts and opinions on the topic at hand, and in some cases to form a committee to oversee special projects.
- **Public Approval:** Functions as a measuring stick by which the player can understand how her/his decisions are perceived by the people. Is used when the player performs an action or makes a decision that revolves around citizen inclusion. Unpopular actions, such as ignoring requests from citizens or excluding citizens from decision-making, will result in Public Approval loss.
- **Social Media Posts:** Asks the player to post a pre-constructed statement on a fictitious social media site.
- **Idea Gem:** Asks the player to assist in spreading the word about an event or activity in the city. Idea Gems aim to better the quality of life of the community. The goal of Idea Gems is to show players that they can affect positive change in their communities, and that their ideas are worth sharing.
- **Micro-Engagements:** Instead of having traditional Facebook games micro-transactions, players engage through micro-engagements to unlock premium currency/assets, allowing them to progress faster in the game. Some are required as part of quest tasks, while others are optional for players to engage. The micro-engagements reinforce the learning content and, in some cases, attempt to show what is actually happening in Jordan or other parts of the world.
- **Videos:** Asks the player to view a short video—typically one to five minutes long. The contents of the videos cover a wide number of social, ecological, and political topics, depending on the organization that provided it. The goal is to provide ideas and real-world information to the player in a short, engaging, and easily consumed format. Players are rewarded when watching them with premium currency. The videos are also meant to reinforce the civic engagement learning goals.
- **Did You Know Moments:** Specific short facts embedded in some quests to encourage players to make informed decisions. This also puts the game in the context of Jordan and helps garner a sense of agency within the players—a way to overcome apathy. Did You Know Moments also serve an important function of reinforcing the “abstract” civic learning in the game by connecting it to real-world examples.
- **Surveys:** Designed by ASU’s Center for Games and Impact to be used to measure the impact on learning. The surveys pop up at the beginning, middle, and end of the game.
- **Talk to the Media:** Asks the player to contact the local TV Station to raise awareness about an event. Similar to Idea Gems, these events generally carry a message of positive change. It shows players the number of avenues available to them to affect change in the wider community.
- **NGOs’ Headquarters:** Represents the actual presence of the five local youth-focused NGO partners in the game. Encourages players to seek out information outside the game and make connections with relevant local real-world issues and organizations.

CIVIC SKILLS CRITICAL THINKING

Managing a city requires players to analyze and evaluate available resources and weigh the benefits of introducing new facilities or investments. For this reason, OurCity incorporated multiple choice decision quests. In these quests, there is no right or wrong decision. Rather this is an exercise where players are encouraged to critically evaluate the pros and cons of each option and to practice their capacity to engage in a cost-benefit analysis.

CIVIC BEHAVIOR

By driving players to commit to real-world engagement, the game aims to affect how they can participate in becoming active, productive members of their communities. Players are encouraged to participate in real life initiatives through pop ups advertising NGO activities and volunteering opportunities. In return for participating, players will be awarded with redeemable codes to unlock premium content. Not every player will be able to engage with this type of opportunity; therefore, there are other means for advancing in the game (e.g., participating in micro-engagements).

GAME CONTENT AND QUEST CREATION

When developing the game's content, the team recognized the importance and value of culturally relevant content to successfully engage youth in Jordan. In order to achieve this, the team worked closely with Ms. Rama Halaseh, Jordanian Civic Engagement Expert advising on local civic engagement; Mr. Nick Fortugno, U.S.-based Serious Gaming Consultant engaged by USAID Washington; local youth-focused partner NGOs; the ASU Center for Games and Impact; and USAID Washington and Jordan. Having highly localized in-game components reflecting a truly Jordanian vibe, look, and feel were key to attracting and engaging players. As noted in multiple sections above and below, managing and aligning a diverse range of stakeholders on the game's quest content was another major challenge. Also balancing the amount of learning embedded in the quest content resulted in multiple and extensive reviewing of quest narratives and several rounds of approval loops.

GATEWAY VERSUS PATHWAY

The game's executive producer and ultimate developer, E-Line Media, has as one of its core tenets to serious games ensuring a clear distinction between (1) entertainment projects designed to fire the imagination, introduce new ideas, and provide "gateways" to learn more versus (2) purposeful learning projects that seek to be seamlessly integrated in learning "pathways" in formal or informal learning environments. With OurCity, the goal was to make a gateway game (players choosing to play it in their discretionary time), but there was also a deep desire to pack as much learning as possible in the core game loops. Figure 10 contains a diagram of how the OurCity pilot was ultimately positioned as a "gateway" game after lengthy stakeholder consensus building.

Ultimately, and because of the limited nature of a pilot, it has yet to fully confirmed if the game succeeded in building a full "gateway" type of game, and it may be OurCity ended up a bit of a "tweener" sitting somewhere between a "gateway" and "pathway" game. Due to the inherent challenges of marrying a social "gateway" game with deep learning, future replications or scaling of the game will be the only means by which the question of its "gateway" success will be answered. For example, it would be very

gateways and pathways

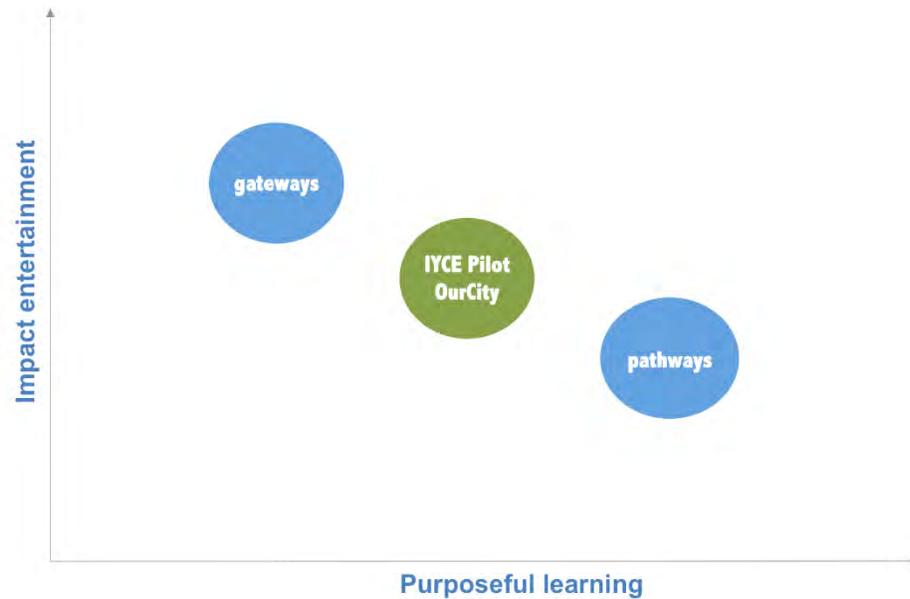


Figure 10: OurCity’s Gateways and Pathway’s Positioning

interesting to know what percentage of players sought out the game for the learning versus the percentage approaching it purely as an entertainment experience. If the higher percentage is the former, that the players came to the game specifically to learn more about civic knowledge and engagement, then that would indicate the opportunity to position such a game as “interest-driven” learning—where players seek it out not primarily as entertainment, but as a way to advance their learning objectives. Having this type of data going forward will enable future serious gaming project designers and developers the ability to modify and strategically design games in a certain manner. The data to allow for this type of framing can have an impact on everything from design to the marketing and outreach positioning of the game.

Interestingly, although the game was originally designed as a “gateway” game, entities currently interested in taking over the pilot seem more interested in integrating the game as a “pathway” product—an engaging game-based-learning platform to be integrated into existing content and courses. Time will tell if the OurCity game draws more users as a “gateway” or “pathway” product, warranting future analysis useful to further identifying the various options for serious game positioning.

CHAPTER 5: MARKETING AND THUNDERCLAP CAMPAIGN

The decision to launch OurCity using a Thunderclap was largely due to multiple changes in 2014 to Facebook’s algorithm for determining which content people see high up in their news feeds. Thunderclap

is a website allowing supporters of a product, issue, etc. to contribute a Facebook update, Twitter tweet, or Tumblr post with all the contributed social media posts programmed to go out at the same time to create a wave that rises above social media noise and gets noticed. An advantage to a Thunderclap is donated social media posts largely come from individuals with closer personal ties to their followings (and therefore with more influence over them) versus institutional accounts.

The originally envisioned OurCity pre-launch plan involved using a Facebook fan/community page and Twitter account to raise awareness about the game and its features. Because OurCity is a Facebook game, Facebook marketing was rightly considered the most critical for reaching potential players. The idea was to cultivate a player fan base on Facebook for free (minus labor) and the resulting buzz would catch the eye of fans' Facebook friends in their news feeds; they too would become fans and players, and so on. With continual creative content, the original pre-launch plan might have worked if OurCity launched prior to 2014. Recent algorithm changes, however, would have significantly curtailed the effectiveness of the originally envisioned pre-launch plan if carried out:

- In early 2014 Facebook fan/community pages were reporting huge slashes in organic (unpaid) reach due to recent algorithm changes. Up until late 2013, cultivation of Facebook fan/community pages paid off on average with about 16 percent of people who "liked" a page seeing any given post to that page. By April 2014, however, average organic reach had fallen to 6 percent¹ of fans and was on the verge of falling to as low as 1 to 2 percent as a means of Facebook encouraging more paid Facebook advertising.²
- In November 2014, just prior to OurCity's launch, Facebook announced its news feed algorithm was being reprogrammed again to squeeze out "overly promotional" posts from fan/community pages. Posts designed to encourage the installing of apps were specifically cited as a category of posts to be excluded.³ The OurCity game is categorized on Facebook as an app. The change meant that even if people had "liked" a Facebook fan/community page designed to promote an app, such as OurCity's page, they would be unlikely to ever see its posts. When a page's actual fans are seldom shown its posts, it then becomes extremely difficult—if not impossible—to create buzz through interactions that enable fans' friends to see the page's posts to grow an app's player base.

The algorithm changes detailed in the two bullets above also likely stifled the OurCity team's early attempts to build a fan base. On January 25, 2015, the OurCity Facebook fan/community page had 67 fans/people who "liked" it, of which only 19 were from Jordan (please see Figure 11). This was up from a total of 52 fans on November 1, 2014, and 53 on December 1, 2014. The November 2014 changes, specifically minimizing app posts, meant any given OurCity Facebook fan/community page post going forward would likely reach very few Jordanians other than OurCity partner employees and their friends and families. Even if Jordanian partners cross-posted on their Facebook fan/community pages, the

¹ "Brands' Organic Facebook Reach Has Crashed Since October: Study," *Advertising Age*, accessed April 20, 2015, at <http://adage.com/article/digital/brands-organic-facebook-reach-crashed-october/292004/>.

² "Facebook Reportedly Slashing Organic Reach for Pages Is social net trying to force bigger ad spends?" *AdWeek*, accessed April 20, 2014, at <http://www.adweek.com/news/technology/facebook-reportedly-slashing-organic-reach-pages-156417>.

³ "Facebook Cuts Brands' Reach Once Again: Change Will Curtail Page Posts Deemed 'Overly Promotional,'" *Ad Age*, accessed April 20, 2015, at <http://adage.com/article/digital/facebook-cuts-brands-organic-reach/295881/>.



Figure 11: Insights on the 67 People Who “Liked” the OurCity Facebook Fan/Community Page as of Jan. 25, 2015, before the Thunderclap Launch

likelihood of Facebook page posts getting a launch message out was small. Moreover, the OurCity Twitter following was small and growing at a slow rate too with 7 followers on November 1, 2014; 9 followers on December 1, 2014; and 10 followers on January 1, 2015. Switching to a Thunderclap launch with a “try it today!” call to action coming from individuals offered many advantages:

- Civic Engagement:** Between the official beta launch in December 2014 and late February 2015, the Jordanian local NGO partners spread the word within their networks about Arabic and English Thunderclaps being released on Sunday, February 22, and Monday, February 23. The civic engagement aspect to a Thunderclap was an ideal fit for the game and gave supporters a way to spread the word that was not too heavily focused on aggressive marketing.
- Broad Reach:** Having the Facebook launch posts with the “try it today!” call to action coming from individuals versus a fan/community page enabled thousands more people to see them than would otherwise have been possible using an app Facebook fan/community page alone. An advantage to a Thunderclap is donated social media posts largely come from individuals with closer personal ties to their followings (and therefore with more influence over them) versus institutional accounts. About 1,000 new logins were recorded the week immediately following the Thunderclap—about five times as many as the 200 players participating in the beta launch up to that point. The two Thunderclaps generated 222 supporters contributing posts with followings/a potential social reach of more than 1.1 million. Please see the two Thunderclap pages at

<https://www.thunderclap.it/en/projects/19099-ourcitygame-beta-launch> and
<https://www.thunderclap.it/projects/19100-?locale=en> as well as Appendix E.

- **Grounded in Communications Behavior Change Theory:** The Thunderclaps’ “try it today!” call to action focused on invoking a behavior on several levels versus merely raising awareness. Having people agree to a small request (e.g., an automated social media post) greatly increases the odds they will comply with a second one (e.g., try out the game). In other words, the odds of the 222 supporters, along with the people who had reached out to them, following the call the action and trying the game was high. For this segment and the wider audience, the Thunderclap served as an un-annoying/expected reminder/prompt to try the game. Lastly, the Jordanian partners were provided draft emails and Facebook posts and the concrete steps people needed to take to motivate others to join the Thunderclap.
- **Strategic Use of Resources Available:** There are basically three ways to make a huge impact on social media: (1) have a ton of fans and followers, (2) have access to a ton of people active on social media, or (3) have access to a few people with a ton of fans and followers. Even though OurCity had little hope of achieving success via pathway one, a Thunderclap enabled social media success through the leveraging of pathways two and three. The Arabic version leveraged Jordanian partners’ networks as well as Jordanian social media thought leaders in the tech space. The English version leveraged many of the same Jordanian contacts along with U.S. thought leaders in using social media for change internationally who were also supporters of the USA for UNHCR “blue key” campaign raising money for refugee relief.
- **Grew Social Media Fan Base:** The Thunderclap helped the game’s Facebook fan/community page jump from 67 on January 25, 2015, to 823 on February 23, 2015, and 1,015 by April 22, 2015. The Twitter results were less impressive; however, the OurCity Twitter following jumped from 10 followers on January 1, 2015 to 27 after the Thunderclap.

COMMUNITY MANAGEMENT

Before the decision was made to focus the pre-launch campaign on a Thunderclap, a comprehensive pre-launch social media/community management plan was developed. For the post-launch, select social media posts from this existing plan were repurposed and reworked to create a post-launch social media/community management plan (please see Appendix F). Additional posts featuring Jordanian partner videos were also added since, statistically speaking, Facebook posts with videos have the highest fan engagement levels.⁴ Lastly and perhaps most importantly, the post-launch social media/community management plan included paid Facebook advertising—reflecting the realities of Facebook’s current algorithms.

ADVERTISING

The post-launch plan contained \$80 worth of paid Facebook advertising, largely made up of ads inviting people to play the game. Its buy strategy was based on the results of two test ads. Both test ads targeted

⁴ "Facebook Study: Photos Make Up Most Facebook Page Posts, But Videos Draw Huge Engagement," *AdWeek's "Social Times"* blog, accessed April 20, 2015, at <http://www.adweek.com/socialtimes/quintly-study-photos-videos-engagement/433582>.

Jordanians between 15 and 24 who were fans of SimCity or CityVille, were not already connected to OurCity, and accessed Facebook via desktop computers (see Figure 12). Even though the main difference between the two test ads was the call-to-action button, they produced very different results:

- A Facebook fan/community page post with a “Like Page” call-to-action button boosted with a \$5 budget on February 25 and 26, 2015, resulted in 11 app installs, 160 “likes” of the promoted post, and 2 “likes” of the OurCity fan/community page at a cost of \$4.01 or 36 cents per game install.
- An app install ad with a “Play Now” call-to-action button and a \$5 budget (replicating the fan/community page promoted post but with slightly shorter text due to space limitations) on February 25 and 26, 2015, resulted in 226 app installs and 48 “likes” of the ad at a cost of \$4.52 or 2 cents per game install.

Due to the phenomenal results of the app install test advertisement with the “Play Now” call-to-action button, the decision was made to use most of the \$80 advertising budget on app install ads versus promoted posts with a “Like Page” call-to-action button. The decision was made to target app install ads to Jordanian youth between 15 and 24 who are fans of CityVille, SimCity, and other builder

games; cite online gaming as an interest; or Facebook profiling indicates gaming is one of their behaviors. A few boosts of posts containing partner videos were also slated to target Jordanian youth between 15 and 25 who are fans of the OurCity community/fan page, fans of the featured Jordanian partner’s fan/community page, or whose interests coincide with the mission of the featured Jordanian partner.

The original revised plan (please see Appendix F) was reworked slightly at the beginning of the implementation phase because one of the partners, the one with the most originally planned video posts, requested its videos not be included due to a branding change. Money slated to promote these video posts was redirected to rerunning the original high-performing test app install advertisement, which became the most impactful advertisement in the post-launch campaign. Of note, as of the writing of this section of the report, the \$80 campaign is not yet completed and the Facebook ads reporting period, through 28 days after an ad stops running, is still open for most of the ads. The app install ads with the “Play Now” call-to-action button achieved game installs at 3 to 8 cents each and as little as 1 cent per game play-related action (when to-date results calculations include game plays). None reached the 2 cents per game install of the high-performing test ad, which benefited from the Thunderclap momentum. The worst performing ad to date was a promoted post with a “Like Page” call-to-action button containing a video by OurCity Partner Jordan



Figure 12: The Facebook Ads Audience for Two \$5 Test Advertisements

River Foundation. It resulted in zero app installs but 16 page likes, 15 post likes, and six YouTube visits at a cost of 11 cents per non-game-related post engagement. Overall results of the ads run at the time of this writing are shown in Figure 13. They demonstrate or suggest the following:

- Cost-effectiveness of Targeted Facebook Ads:** The ad results so far demonstrate the cost-effectiveness of app install ads for reaching potential players in Jordan, especially considering the high labor costs necessary to achieve organic (unpaid) reach in the face of Facebook’s recent algorithm changes. In the absence of a viral miracle, it would be impossible for \$73.52 in labor costs to achieve similar results.



Resulted in 2,276 game plays and 1,577 game installs for \$46.68 or 3 cents per app install or 1 cent per game play-related action.



Resulted in 347 game plays and 146 game installs for \$6.56 or 4 cents per game install or 1 cent per game play-related action.



Resulted in 140 game plays and 80 game installs for \$6.24 or 8 cents per game install or 3 cents per game play-related action.



Resulted in 154 game plays, and 87 game installs for \$6.07 or 7 cents per game install or 2 cents per game play-related action.



So far (still running at the time of this reporting writing) resulted in 88 game plays and 108 game installs for \$3.97 or 4 cents per game install or 2 cents per game play-related action.



Resulted in 16 page likes, 15 post likes, 6 visits to YouTube, one post share, and zero game-related actions for \$4 or 11 cents per non-game-related post engagement.

Figure 13: \$73.52 in Paid Facebook Advertising Resulted in 3,005 Game Plays and 1,998 Game Installs. [Note: the screen shots of the ads were taken by Facebook users with language set to English. The content appeared entirely in Arabic to users with language set to Arabic.]

- **Minimal Popularity of Partner Videos:** Even though posts with videos are statistically the most popular on Facebook, the results to date suggest existing and potential OurCity players are not necessarily interested in videos about OurCity partners, even high profile ones like the Jordan River Foundation. This may indicate promoted video posts' target audiences need fine-tuning or a high percentage of potential or existing OurCity players do not have a strong interest in Jordanian nongovernmental organizations. This issue warrants further study. Videos about OurCity game or with a more direct connection between OurCity and the local partners, for example, might be of more interest.
- **Data on Audience Preferences and Interests a Side Benefit:** Small ad runs offer the side benefit of gathering useful data on potential player preferences and interests. Ad results so far suggest potential OurCity players favor ads showing people versus buildings, particularly mosques. Of note, the ad featuring the King Abdullah Mosque did the poorest of the app install ads even though it was targeted to Jordanian youth who Facebook behavior analytics indicate play online games and cited Umrah as an interest (which indicates a religious interest). Moreover, the ad featuring Le Royal is proving highly effective and could possibly rival the current best-performing ad given a longer advertising buy. Le Royal is one of the tallest buildings in Amman and houses a hotel, a shopping mall, cinemas, and commercial offices. It is unclear what aspect of Le Royal potential OurCity players find appealing, but the issue merits further study.

SOCIAL MEDIA CAMPAIGN

Non-promoted posts to the OurCity Facebook fan/community page have done exceptionally well during the post-launch phase. As of the writing of this report, 1,015 people had liked the OurCity Facebook fan/community page. Considering Facebook's recent algorithm changes have led to a 1 to 6 percent organic reach for most posts on Facebook pages in the app category, statistically speaking OurCity posts should on average at most reach about 61 people. Except for an ad placed the day before this writing (not posted long enough to reach many people), all of the non-promoted Facebook posts have well exceeded a reach of 61. For example, an April 19, 2015, post featuring Le Royal reached 122 people; an April 8, 2015, post featuring the King Abdullah Mosque reached 161 people; an April 2, 2015, post on Jordanian nongovernmental organizations featured in the game reached a staggering 502 people; and a March 24, 2015, post about a cleanup volunteer opportunity reached 193 people. This indicates two things (1) high audience interest in the posts overall and (2) possible spill over from the paid advertising campaign. It is likely that the OurCity Facebook fan/community page will see lower reach rates for its posts when the paid advertising stops.

The Facebook fan/community page, a subset of the OurCity players, also provides useful audience insights that can be used to further fine-tune post and advertisement copy and graphics. Facebook offers very detailed publicly available audience data for fan/community pages. Such publicly available search strings include:

- Pages liked by people who like [your page]:
<https://www.facebook.com/search/604052279651578/likers/pages-liked>
- Pages liked by women who like [your page]
<https://www.facebook.com/search/604052279651578/likers/females/intersect/pages-liked>

- Pages liked by men who like [your page]
<https://www.facebook.com/search/males/604052279651578/likers/intersect/pages-liked>
- Fans of [your page] and [another page]
<https://www.facebook.com/search/604052279651578/likers/291549705119/likers/intersect>
(using CityVille)
- Pages liked by people who like [your page] and live in [your city]
<https://www.facebook.com/search/115351105145884/residents/present/604052279651578/likers/intersect/pages-liked> (using Cairo, Egypt)
- Interests of people who like [your page] and live in [your city]
<https://www.facebook.com/search/101889283186681/residents/present/604052279651578/likers/intersect/pages-liked/interest/pages/intersect> (using Amman, Jordan)
- Groups joined by people who like [your page]
<https://www.facebook.com/search/604052279651578/likers/groups>
- Restaurants in [your city] visited by people who like [your page]
<https://www.facebook.com/search/604052279651578/likers/places-visited/101889283186681/places-in/273819889375819/places/intersect> (using Amman, Jordan)
- Shopping & Retail places in [your city] visited by people who like [your page]
<https://www.facebook.com/search/604052279651578/likers/places-visited/101889283186681/places-in/200600219953504/places/intersect> (using Amman, Jordan)
- Schools in [your city] visited by people who like [your page]
<https://www.facebook.com/search/604052279651578/likers/places-visited/101889283186681/places-in/365182493518892/places/intersect> (using Amman, Jordan)
- Colleges and universities in [your city] visited by people who like [your page]
<https://www.facebook.com/search/604052279651578/likers/places-visited/101889283186681/places-in/108051929285833/places/intersect> (using Amman, Jordan)
- Stated employers of [your page] likers
<https://www.facebook.com/search/employer/pages/604052279651578/likers/employers/intersect>

Twitter, which is not as key for reaching potential OurCity players, has not shown as impressive results. None of the post-launch tweets have been re-tweeted or favorited by an account other than an OurCity partner at the time of the writing of this section of the report. Nevertheless, Twitter analytics show the 14 post-launch tweets as of this writing averaged 72 impressions (all organic/non paid). When the highest performing one, a viral outlier, is not included, the average is still 63 impressions, which is more than double the total number of OurCity Twitter account followers at the time of this writing (27 followers). The viral outlier, a tweet containing a Jordan River Foundation video, generated 545 impressions, which is higher than the number of views of the best-performing non-promoted OurCity Facebook post during the post-launch phase. Of note, the video was the same one featured in the least popular promoted Facebook page post. The difference is likely due to the fact the OurCity tweet was retweeted by both the Jordan River Foundation (with 25,700 followers) and the USAID Middle East Bureau (with 3,400 followers), whose followers presumably have a higher interest in the Jordan River Foundation's work than OurCity Facebook page's game-loving fans. The lowest performing tweet by far, containing a video about the Royal Society for the Conservation of Nature, only generated 9 impressions.

The OurCity Twitter account's performance likely reflects: (1) the value of retweets from accounts with huge followings and (2) its use of hashtags, allowing non-followers to find and view its tweets via searches. The main lesson learned in terms of Twitter is to use hashtags as much as possible. The ones OurCity uses were identified as popular via the free online tool hashtagify.me/. English ones included #LoveJo, #gaming, #edtech, #commisaid, and #ict4d. Another lesson is the importance of building an audience before a major campaign. While it is hard to increase the number of Facebook page fans without an outreach or paid advertising campaign running in the background (especially considering Facebook's recent algorithm changes), it is easy, albeit labor intensive, to build Twitter account followers. Free online tools, such as <http://tweepi.com/>, can be used to follow accounts likely to follow back, unfollow them after a few days if they have not followed back, and keep repeating to build followers over time. This could have been done prior to the Thunderclap and post-launch phase to increase impact if more labor resources had been available.

SOCIAL MEDIA METRICS

Despite the modest marketing and community management efforts put in place after the game's initial launch, there was a steady growth in the number of players and Facebook Fan page likes. This is usually a good sign that there is some pass-along recommendations.

Although it can take longer and cost more, it's not uncommon for commercial games to launch with a very active and often costly community management and marketing campaign, both pre- and post-launch. Many online players expect continual social engagement, such as community updates and information regarding tips, contests, and new features as they are rolled-out. Immediate responses to customer complaints are especially key, and many successful commercial games have dedicated websites for customer service. Research also suggests daily social media updates can be a major contributor to a game's successful launch. Due to the Facebook algorithm changes detailed at the beginning of this chapter, budget constraints, and a key NGO partner's last-minute request not to have its videos included in Facebook postings (JEFE due to a major branding change), the post-launch community plan was not executed as originally envisioned. There also was no dedicated customer support mechanism beyond the Facebook community/fan page and reporting problems directly to Facebook. Nevertheless, users occasionally posting their customer service issues directly to the Facebook fan/community page wall (only seen by page administrators) as well as via private Facebook message did not seem to have a negative impact on community building.

Going forward, the plentiful audience metrics available on Facebook need to be harnessed more strategically to execute community management, social media, and marketing carefully calibrated to target audiences at a funding level that makes sense, especially if the game is converted to a "pathway" product. Then there would be less of a need for community management and building because the game will be embedded in existing content/materials and played as a part of a larger intervention, and the game would have a built-in community in the context of the broader intervention it is part of. That said, responding to customer questions and complaints, particularly among organic users, will likely continue to be of importance to continued success.

The following figures show player metric numbers available on Facebook’s dashboard as of April 20 and 21, 2015, the time of the writing of this section of the report. Additional player metrics are found in Appendix H.



Figure 14: Total Login Users from Jan. 21, 2015, to April 21, 2015 Totaled 7,120 (representing the total number of users who have ever accepted the OurCity app request for Facebook permission, minus permission removals)

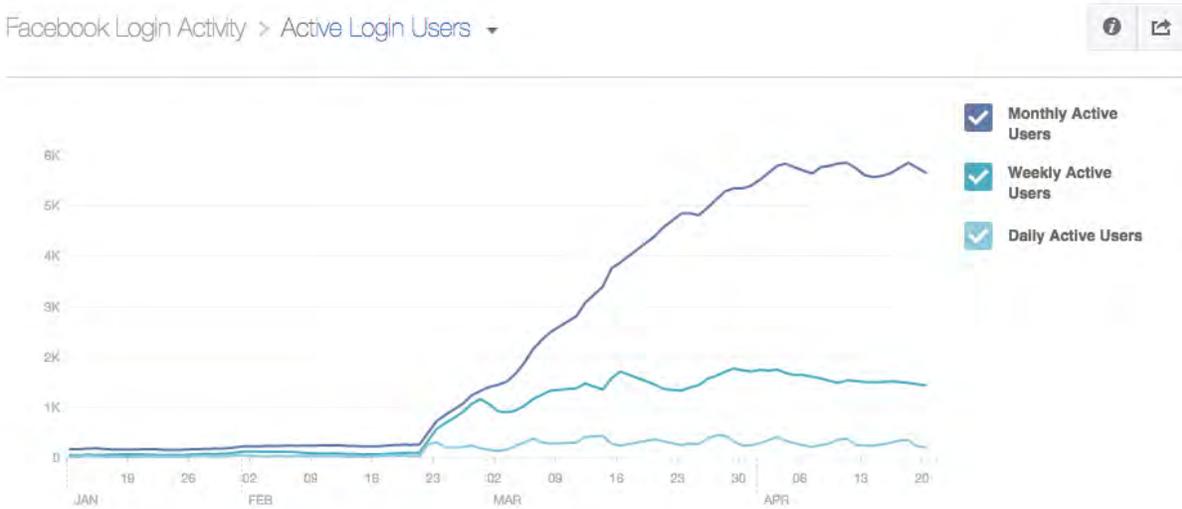


Figure 15: Monthly Active Users as of April, 20, 2015, Were 5,646; Weekly Active Users Were 1,423; and Daily Active Users Were 192.

Facebook Login Activity > New Logins

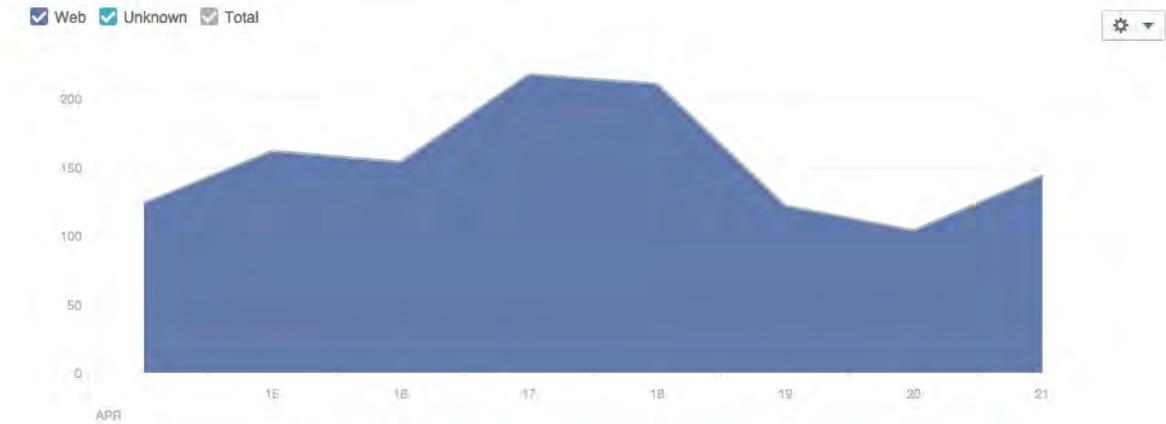


Figure 16: New Logins from April 15 through 21, 2015 Totaled 1,115 (A new login occurs when a user grants OurCity permissions for the first time. It includes logins from Login Dialog, App Center, Start Now and other.)

Demographics of New Facebook Logins > Gender & Age

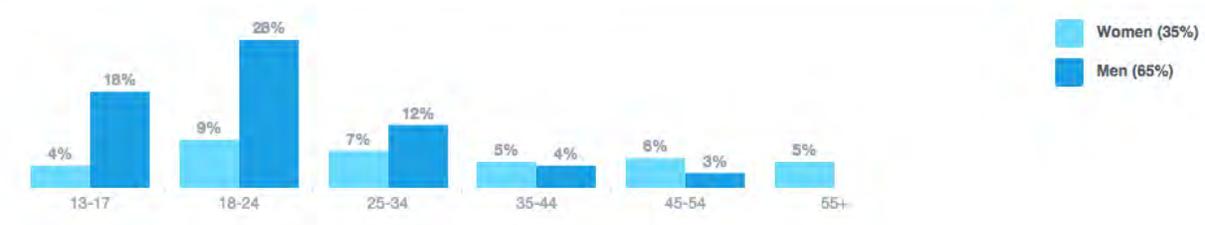


Figure 17: Age and Gender of New Facebook Logins from Jan. 23, 2015, to April 21, 2015

The demographics of the new Facebook Logins described in the figures are noteworthy. The top five countries for new logins from January 23, 2015, to April 21, 2015 were:

- **Jordan:** 4,030
- **USA:** 846
- **Brazil:** 592
- **France:** 406
- **Turkey:** 381

The top five languages⁵ from January 23, 2015, to April 21, 2015 were:

- **Arabic:** 3,086

⁵ Language refers to users' individual Facebook language setting.

- **English (US):** 2,550
- **English (UK):** 724
- **Portuguese (Brazil):** 593
- **French (France):** 526

CHAPTER 6: MONITORING AND EVALUATION

In the initial phases of the project, NetHope, IYCE’s lead implementing partner, sub-contracted monitoring and evaluation responsibilities to a firm entitled Mission Measurement. This company worked closely with other IYCE partners, including E-Line Media, to develop an M&E framework that would evolve throughout the project as it was closely linked to the game development. In October 2013, ASU’s Center for Games and Impact eventually took over these responsibilities, shepherding the process through its conclusion.

In conducting the M&A assessment, ASU’s Center for Games and Impact analyzed the results of about 2,400 players based on data extracted in early March 2015—**about three weeks after the Thunderclap launch and before the end of the pilot game’s debugging period. It is important to note that the game continued to be debugged through the end of April 2015, and as of September 2015, the time of the printing of this final report, the game had attracted some 50,000 players, and its number of users continues to grow organically (i.e., not via paid advertising).**

This section details ASU’s Center for Games and Impact’s findings from the preliminary Facebook data based on the pilot’s goals, objectives, and Theory of Change. ASU’s Center for Games and Impact’s analysis focused on the patterns of decisions over time as a whole and within subgroups, with the assumption of a connection between decisions made and civic knowledge. The assumption is that players would make in-game decisions according to models of good governance, which the game was designed to convey, and that they would better recognize such decisions over time. Additionally, the qualitative data provided a sample of civically minded responses.

The main findings were that:

- Players tended to make “civically minded” decisions overall.
- Players tended to make fewer “civically minded” decisions over time.
- Player retention was low.

Overall, the data suggest a potential within this game genre to engage youth and structure their participation such that they can “play” with civically minded choices that are consistent with the types of choices and dilemmas that occur in the real world. However, the limited time and budget did not allow for fulfillment of the original vision or ongoing optimization of the design post launch. Additional resources would have allowed for building experiences that players find compelling and worth pursuing, along with the social interactions and the nuanced development to ensure the in-game consequences positively transform player out-of-game behavior.

EVALUATION QUESTIONS AND GOALS

The following questions guided the design of ASU's Center for Games and Impact's evaluation:

- **Game Analytics:** How do game usage patterns relate to the structure and content of the game?
- **Decisions:** In what ways do players' in-game decisions reflect meaningful learning trajectories?
- **Gameplay:** How does gameplay transform player civic knowledge, skills, attitudes, and behaviors (key civic learning pillars) over time?
- **Civic behavior:** What are the factors around player uptake of civic engagement opportunities created through the game?
- **Around the Game:** In what ways do player behaviors around the game reflect, extend, and reinforce game experiences?

METHODOLOGY

DATA COLLECTION

In order to answer the above evaluation questions and assess the IYCE Theory of Change, ASU's Center for Games and Impact collaborated with E-Line Media, the game's executive producer, to design a system for collecting relevant data. The evaluation team also collaborated on providing feedback throughout the design process with the intent to maximize the integrity of designed quests so that they promoted target civic-minded choices within the constraints of the game features available. In the end, the following data were collected:

- **Game Analytics:** collected data on # of Quests Started, # of Quests Completed, # of Registered Users, # of Users with 5+ logins, # of Users with 10+, 20+, 30+, 50+ Quests
- **Facebook User Data:** Player demographics: location, gender, age, language.
- **Decision Quest Analytics:** Data on player choices on particular issues, with tags attached to each choice.
- **Civic Behavior Data:** Videos watched
- **In-Game Surveys:**
 - **Decision Quest Surveys:** Civic Voice, Civic Responsibility
 - **Landmark Surveys:** same questions at 3 points throughout game to assess knowledge and behavior
 - **Civic Skills Surveys:** Question posed for skill awareness after a decision quest hypothesizing issue in player's community
- **Around the Game:** Facebook site activity, player feedback

LIMITATIONS OF DATA

Not only was the data very preliminary (representing only the first three weeks after the Thunderclap launch), its quality was limited. This was due to the short period of implementation, issues with analytics reliability, and poor integration of data collection tools into the game. **Survey responses were optional and response rates were extremely low, with a segment of the survey data set lost due to a saving error.** Additionally, because qualitative responses were optional and somewhat outside the game flow, there is

likely to be a selection bias; ASU's Center for Games and Impact assumed people who responded are more interested in displaying civic knowledge and thus would respond more positively. **Similarly, all data around the game, from Facebook activity and player feedback was extremely thin and virtually unusable.** A post-launch community management and social media plan has since been enacted but is not reflected in the data used for this section of the report. Location data was in the form of irregular string data, so language use served as a proxy for location. Player demographics and decision quest answers, however, were found to be reliable and thus serve as the backbone of the analysis.

Additionally, not all types of data could be collected. This included detailed information on players due to privacy restrictions; ASU's Center for Games and Impact originally hoped to collect users' full Facebook public profile and friends. Moreover, due to the OurCity Privacy Policy restrictions (please see Appendix I), interviews were not possible as the researchers could not be connected with individuals to review who were independent from game partners. The in-country community manager was also unable to connect ASU's Center for Games and Impact with players for interviews. Further, some analytics did not yield data; specifically, Do You Know moments and redeemed codes from community civic engagements. Do You Know moments didn't produce data as part of unreliable analytics. This glitch was reported by ASU and addressed by E-Line Media. Moreover, due to management resource reduction at the end of the pilot, redemption codes were not implemented at the time of the data extraction used for ASU's Center for Games and Impact's M&E analysis. This game function still needs to be tested with local game partners and assessed.

ANALYSIS PROCESS

The data were explored for evidence about the player experience (described below); to address research questions; and assess the overall Theory of Change, key civic learning metrics, and evidence of what was effective and ineffective. ASU's Center for Games and Impact hoped to test for civic experiences with or without knowledge gain.

The core of analysis drew on decision analytics and player demographics. The dataset was cleaned and a number of decision quest answers were removed due to inaccurate or irrelevant data; some decision quests had no clear "civically minded" answer and other results were discovered to be recording incorrectly. All glitches reported through April 2015 were addressed; however, since the project ceased to have management resources at the end of the pilot, subsequent identified glitches were not addressed. Descriptives were extracted and decision quest answers were then coded according to the type of answer given in binary categories, civically minded answers versus business/government-oriented answers. Given the small amount of players with multiple decision quest answers, more nuanced answers were not analyzed.

The dataset was imported into statistical analysis software. The most useful analysis came from finding the group average in each decision quest moment—they were arranged in order of each player's decision, rather than by specific decision quest, in order to find decision trajectories. The same was done for the sub-categories. Charts were generated and summary best-fit (R2) lines drawn through to show the general progress over time. Averages of sub groups were also compared.

FINDINGS

With the amount and quality of data, ASU’s Center for Games and Impact was able to address only Game analytics and decisions—assessing how the game design retains and creates meaningful learning trajectories for players.

The main findings are that:

- Players tended to make “civically minded” decisions overall.
- Players tended to make less “civically minded” decisions over time.
- Player retention was extremely low.

Again, these findings are potentially affected by the relatively short implementation period in which these data were collected, and there is a possibility that some of these players persisted and logged in post-gathering of this data, especially as debugging enhanced the user experience.

RESULTS OF ANALYTICS

User retention was found to be quite low, with only 16 percent of the almost 2,400 players who started playing the game made it through the first decision quest (see Figure 18). Note that this chart shows decision quests in the order of individual player decisions; so each “quest” is not a specific quest but different quests in the order each player completed them. Additionally, the dips in the chart (such as Q5 and Q6) are due to discarded unreliable decision data, so this should not be treated as final or representative numbers, but rather demonstrative of a trend.

By the 7th decision quest, fewer than 4 percent of players remained, after which the number levels out. Just over 1 percent make it through the end (see Figure 19). The players tended to follow similar retention patterns across gender and linguistic group; there were no significant differences in the logins and quest completion between men and women, nor between English and Arabic users.

From among the 2,400 players, those continuing through the 1st decision quest form the basis for analysis of decisions (n=370). Examining those continuing past the 2nd decision allows us to look at the patterns

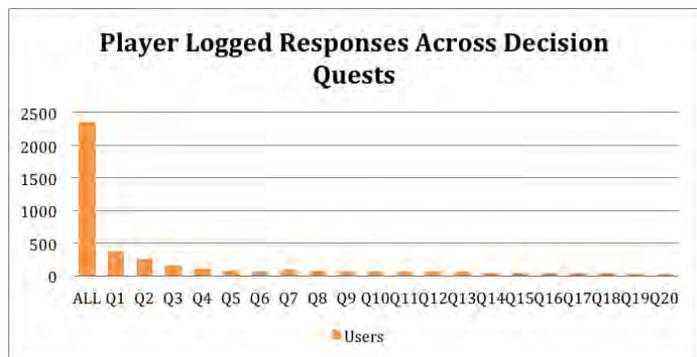


Figure 18: Players Participation across Decision Quests

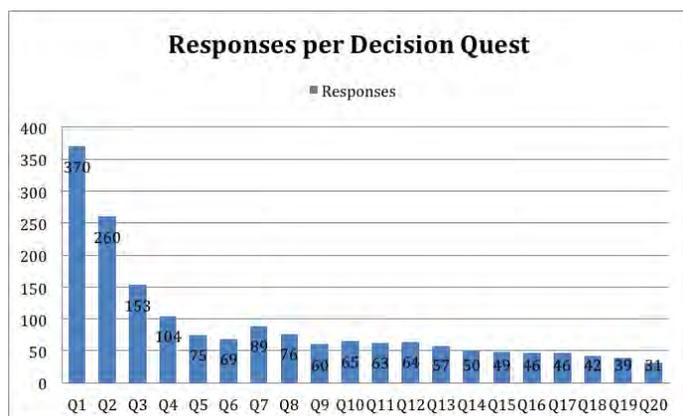


Figure 19: Players Responses per Decision Quest

of decision-making (n=260). The pattern was generally the same across all subgroups, indicating consistency in the data; in other words, ASU can be confident the pattern was not random and did in fact reflect the game design. The following figures show these patterns, indicating the percentage of players making the “civically minded” decisions per quest (see Figure 20). Such clear distinctions were part of the game design, so we are following this intent in making it central in our analysis. The general pattern was nearly 80 percent making a “civically minded” decision in the first decision quest, which for everyone was whether to build a robust new hospital, rather than trying to save money. The only exception in similar patterns occurs in this decision, with the answers from Arabic language users significantly higher (p=0.006) than English language users (see Figure 23). It is difficult to know whether this is attributable to differences in translations or in cultural expectations, but the difference is worth noting. These differences between the groups were no longer statistically significant in the 2nd decision quest, and the pattern of decision-making was generally the same throughout gameplay.

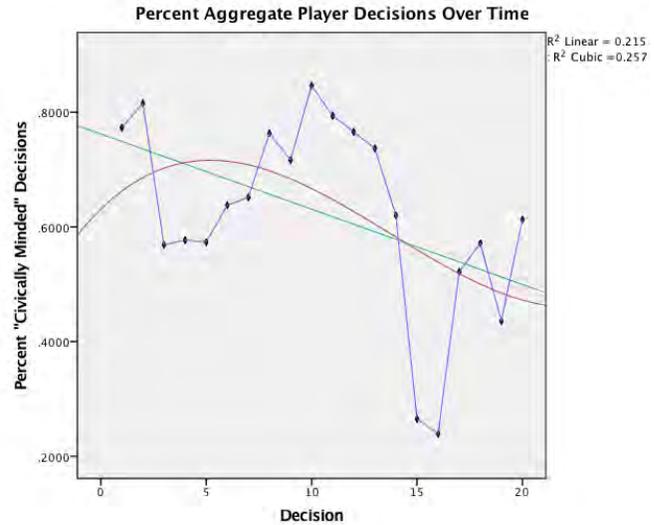


Figure 20: Percent Aggregate Player Decisions Over Time

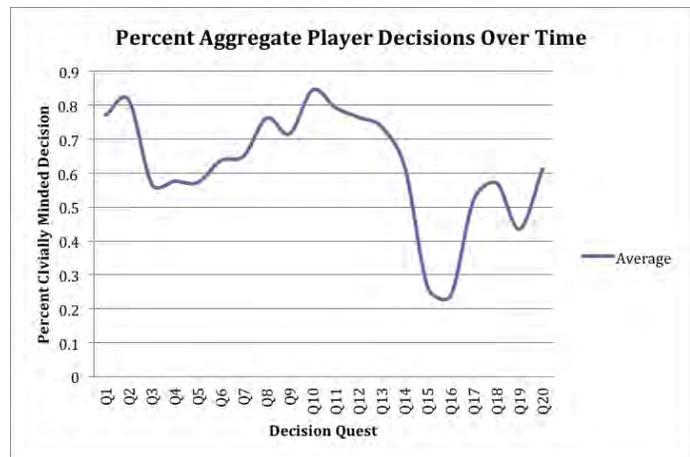


Figure 21: Aggregate Player Decision over Time

Figure 21 shows variation in the average “civically minded” responses over time, but with a general downward trend, especially after Quest 10 (which is a time period, rather than a specific quest).

The same data are represented in Figure 21, but with fits lines drawn through the scatter plot. The green line shows a strong overall downward trend and represents a 21.5 percent fit for the various data points, which is strong for this type of data (averages over time). The red line shows a decisive upward trend followed by and even stronger downward trend, with a 25.7 percent fit to the points. Both models predict increasingly “un-civically minded” decisions over time if all else remained constant.

Figure 22 shows male versus female decisions over time on the same graph, demonstrating no significant difference. Figure 23 shows that while Arabic and English language users began in a statistically significant different place, the overall trend was the same. However, as noted above and displayed by the graphs, players demonstrated a strong overall trend to make “civically minded” decisions; in the vast majority of

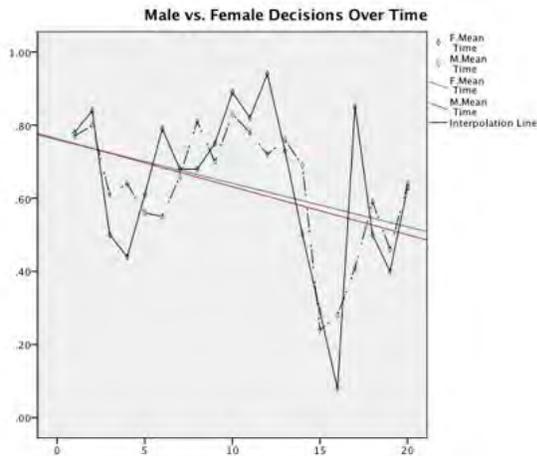


Figure 22: Male versus Female Decisions

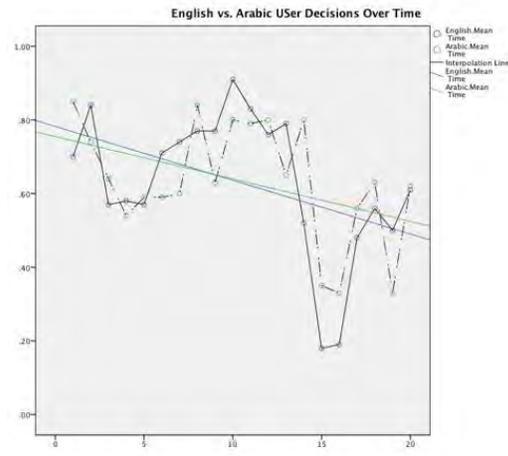


Figure 23: English versus Arabic User Decisions

quests, players did so—16 of the 20. **This would indicate the influence of the game was to drive down willingness to make “civically minded” decisions over time. This issue warrants further study.**

SURVEY RESPONSES

As indicated previously, the majority of survey responses were discovered to not be saving correctly and thus lost. Additionally, the response rate was very low and not reliable—the data should be considered biased since those responding would be predisposed to answer more positively. These data were therefore not analyzed systematically to inform the results.

Responses generally supported the learning objectives of the game. For example, when asked, “Why do you think it’s important (or not important) to participate in efforts to improve your community?” responses included:

- “If everyone does a little something we will have a great place to live in.”
- “It’s important because it helps everyone out in the community in one way or another. Whether people appreciate it or not.”
- “Because the betterment of society is not hard and one must be cooperation of all parties to make it a success.”
- “It is important because if you don’t participate then it is possible that the changes you want might not happen.”
- “It’s important because as a local resident I am aware of the problems and I have some ideas on what we can do.”

While these examples illuminate potential of the game, given the dearth of qualitative data and the loss of some responses, ASU’s Center for Games and Impact views these more as illustrative of what the medium could achieve and not characteristic of what was realized in this particular instantiation.

GAME DESIGN ANALYSIS

The retention rate was below comparable games of the genre. ASU's Center for Games and Impact stipulates that many players used to commercial Facebook games may have quickly judged the overall game based on the initial experience, and thereby deemed it not worth the time investment. It is unclear whether and how much the production value, narrative experience, quest content, etc. were impacted by budget and time limitations. However, further investigation into reasons for player attrition is warranted, as ASU's Center for Games and Impact was not provided adequate data to make any assertions.

Decisions in the game were generally positioned for players to revolve around doing what was right for "good governance" and solid "civic engagement behavior" as opposed to more focused decision-making, such as budget choices between saving money versus raising it from businesses. With the availability of additional time and resources, this "ethical versus business" decision framework would have been supported by mechanics that aligned civically minded decisions with the best payout long term, but such an alignment was not possible and the game experience could not fully convey that business-minded decisions were best.

A few of the planned features could have addressed these issues. For example, the popularity screen did show impact on the city population through a visual of happy or sad citizens plus a popularity meter—positive results of making good decisions or negative results of business decisions. The popularity meter went up over time and happy people on the screen would increase. However, the meter only gave visual and narrative feedback, and did not unlock anything or provide extra bonuses. A number of such mechanics that would have provided consequential feedback were discussed and some partially designed but never implemented due to budget; they would have potentially created a direct feedback, possibly better informing player decisions to better convey a model of good governance and thereby influencing players to make more civically minded decisions over time.

Nonetheless, ASU's Center for Games and Impact's findings show that players generally made civically minded decisions throughout gameplay, despite it not being in their best interest for maximizing success in the game. This indicates that players had at least some sense of in-game intentionality in acting as mayors, otherwise the downward slope would have been dramatically stronger. While it is likely the lack of clear consequences would have contributed to mitigating the downward trend, given the lack of consequentiality in decisions, such persistence of overall civically minded decisions can be seen as some measure of success.

RECOMMENDATIONS

Given the exclusion or absence of many planned program and game features, ASU's Center for Games and Impact had a difficult time critically evaluating the Theory of Change, whether for the initiative as a whole or within the OurCity pilot. Further, it might have been more fruitful and consistent with the genre to focus expectations on more of a "gateway" thesis and less on the notion that "serious social gaming can be used to foster youth engagement online and offline." The choice of genre was a Facebook desktop city-building game, which is a casual game, and might be better for creating interest and high-level reflections. If seeking deep learning, a different genre might have made more sense. However, if operating as a "gateway" to drive users toward civic behavior and extended learning, then the Facebook game genre

is appropriate, but maintaining the limitations of the genre. For example, narrowing the goals of the project, e.g., foregoing trying to increase civic knowledge and skills and instead focusing on civic behavior, might have augmented the success of the pilot.

ASU's Center for Games and Impact's central recommendation for future projects is thus to be very clear about program goals, aligning the appropriate project design to that (e.g. choice of game genre, model for working with NGOs, etc.), then adequately resourcing the project so the designs can come to fruition. The OurCity pilot had very large goals and was likely trying to accomplish too much. On top of lacking the necessary funding for the ongoing and continued optimization that would have allowed the vision to be realized, a potential lack of alignment between program goals and program design resulted in inefficiencies and the stretching of an already tight budget and timeline.

Other ASU Center for Games and Impact recommendations include:

- **Providing meaningful choices in any game designed for learning or impact.** There was plenty of potential to leverage standard genre mechanics to create consequential decision loops, even in social features, but this was severely limited due to budgetary and time limitations. Ultimately the best solutions will come from game developers familiar with genre mechanics operating with adequate time, funding, and support from stakeholders. However, ASU's Center for Games and Impact could not overstate the importance of players feeling like they have meaningful choice and that they start to develop an appreciation for the relationship of particular actions to particular consequences.
- **Forging stronger connections with real world opportunities to encourage out-of-game civic behavior, anticipating the barriers to local participation.** This was one of the main value propositions of the game, and there was deep interest from on-the-ground Jordanian NGOs in this feature. NGOs did have the ability to reward players for participating in real-world activities with the redemption code system to unlock premium in-game currency, but redemption codes were not implemented at the time of the data extraction used for ASU's Center for Games and Impact's M&E analysis.
- **Creating more in game and Facebook community/fan page funneling.** Because ASU's Center for Games and Impact lacked data on NGO participation, it could not make any assertions about this topic. One suggestion it had was to build quests around specific opportunities hosted by NGOs, even if only online, so that players could be directed to engage in civic behavior and be rewarded with in-game currency, thereby creating a strong loop. However, such a feature is also very difficult to implement as it intertwines dependencies between game content and NGO realities. Part of this difficulty extends from being a live game environment that can accept players anytime.
- **Leveraging social media as a force multiplier for in-game learning content.** In this genre, one incentive that drives increasing participation is the social interaction, whether interacting with players and sharing "earned" items that allow other players to level up, or simply exploiting accomplishments for personal recognition. Even leveraging standard social mechanics in city-building games like getting items, seeing other cities, helping other players, etc. would help to create a more rich social experience. Adding in the possibility for collaborative play or collective action requiring coordination among players is another possibility.

- **Optimizing OurCity further.** A key feature of these types of games is the ongoing community management and local integration, even treating the game less as a product and more like a service. At one level this includes ongoing data monitoring with direct community support, and at another level it involves exploiting and enhancing desirable features and iterating or removing features that seem to alienate players. In an impact game, ASU’s Center for Games and Impact would argue that it also includes working on the ground with stakeholders to better determine how they can leverage the gaming experience as part of a larger set of practices targeted toward promoting deeper civic engagement.
- **Increased attention to localizing the game.** Strongly localizing of a game is key—specifically how a game looks, feels, and reads, but then as mentioned above how it connects into the local landscape as a connected gateway experience. OurCity did utilize local buildings, language localization in Arabic, and extensive Jordanian elements in the narrative. ASU’s Center for Games and Impact, however, indicated the game would additionally benefit from a local content writer who was versed in creating playful narrative and provocativeness. Due to a mix of writers and input from stakeholders that focused on deeper learning, ASU’s Center for Games and Impact felt the narrative and quest content in playing through the game feels somewhat heavy handed and less entertaining. Its team felt a local writer that has his/her ear to the ground would know better what resonates with the player base.

CHAPTER 7: LESSONS LEARNED

Per USAID’s request, this document serves not only as a Final Report for the IYCE program, but it is also a basic guidebook for future program scaling and/or replication. As noted in the Introduction, the IYCE program was developed as a learning experience for USAID with one of the objectives proving a Theory of Change around the effectiveness of serious gaming for increased youth engagement. GBI was successful at meeting this challenge and delivered a one-of-a-kind pilot to USAID. As a pioneering pilot, OurCity did result in a number of critical lessons learned that would be key to the success of future similar efforts.

The following are the key lessons learned categories:

Securing leveraging and partnerships for pilots without a proof of concept is challenging. Not only was the pilot the first USAID-funded project demonstrating the power of social games for more effective youth engagement, it also represented one of the first times, if not the first, that a serious social game was developed with USAID funding through a public-private partnership funding model like GBI’s. Moreover, the OurCity pilot was based on a Theory of Change of game-as-service with real-world integration requiring a certain amount of partnership with local NGOs to execute. The lack of a prototype for a very new and unproven concept was very hard to “sell” to potential partners. When the project team approached potential partners with the concept of the game and its structure, potential partners expressed genuine interest. Because OurCity was a one-of-a-kind pilot, however, many potential partners were in need of a proof of concept before making a formal and final commitment to partnership. Additionally, many wanted some preliminary data on the impact and reach of the game, which, of course, is unavailable in the early stages of a pilot. A major lesson learned here was that when trying to pitch a

new one-of-kind pilot, there needs to be some kind of proof of concept in place prior to negotiating partnerships. Now that a prototype is online and available and data has been collected regarding the player profile and possible reach of the game, sponsorship and leveraging packages would be a much more feasible sell.

The lack of dedicated resources and time for cultivating partnerships was also a challenge. While resources were earmarked at the beginning of the project for developing partnerships, the emphasis on this component of the effort diminished as the primary concern became getting the game to market. Furthermore, due to the “newness” of the project and the partners’ inability to accurately predict and forecast the pilot’s budget, all partners were stretched thin, leaving less level of effort that could be put into partnerships. A lesson learned is to dedicate more resources (both financial and human) to focus on partnerships, especially when a project aims to leverage donated/in-kind intellectual property, technology, personnel, and cash budget support.

Multi-stakeholder projects are complex and require extensive project management. The OurCity pilot attempted to execute against a very ambitious Theory of Change with more than 15 different partners spread across continents. Aligning diverse expectations and roles and responsibilities was extremely challenging on many fronts. Challenges were not only in terms of logistics across time zones and continents and developing systemic coordination and administration, but also in terms of desired outcomes and business cycles. Commercial business roles and cycles (namely the game producer and developer), international donor cycles, and processing and approval procedures made for a very complex and often misaligned decision-making process. This challenge often manifested itself in missed deadlines, decision-making debates, and protracted timelines, all of which were a consequence of this pilot being the first of its kind. While part of this was the learning curve of a new game and the “getting to know each other” part of all new relationships, the need to align objectives, timelines, and desired outcomes early on in a project and ensure adherence to them is a key lesson learned.

Related lessons learned are ensuring a more “inclusive” development process with local stakeholders is very important and allocating sufficient resources for face-to-face meetings is critical. Of note, in some early stakeholder meetings financial literacy and workforce development were cited as two highly appealing themes. For this reason, the game executive producer, E-Line Media, felt the IYCE pilot should go one of these routes versus a civic engagement theme, which it predicted was going to be a complex theme given the unproven territory the game was aiming to cover. While the complexity of the endeavor was acknowledged, the agreed-upon decision was to pilot a civic engagement game. The two primary reasons for this were:

- It enabled the engagement of multiple teams within USAID Jordan as civic engagement could be linked to tangible issues such as education, health, etc.
- It would be responsive to the development objectives and interests of the primary USAID funder/partner, USAID’s Center of Excellence on Democracy, Human Rights, and Governance.

The lesson learned is that if partners have concerns about the feasibility of the game content or genre, particularly those with deep knowledge about the specialized field of game development, they need to feel they have adequate space for voicing those concerns. In hindsight, it seems that this may not have been the case.

Designing games balancing learning and “fun” is tricky. Balancing USAID’s deep learning requirements with the realities of keeping the game “fun” and attractive was challenging. In the end the game may have been a bit of a “tweener” sitting somewhere between a “gateway” entertainment game that includes learning and impact objectives and a “pathway” game clearly designed and positioned for learning (please see the section on Gateway versus Pathway at the end of Chapter 4). A possible way to use resources efficiently in the future would be to clearly design and develop for a “gateway” or “pathway” game and not both. This issue needs to be explored more, especially considering the M&E challenges described in Chapter 6.

Deciding on the optimal platform is critical. As described in detail in the section on Platform Selection in Chapter 2, extensive time was dedicated to debating whether the pilot game should be desktop computer or mobile based; however, some of the most heated debate took place well into the game development process after the game concept had been developed. Fully understanding and analyzing the local and relevant international technology landscape prior to any game design or development is essential. The major challenge with the IYCE project on this front was that the game development process took much longer than expected, which meant that the technology landscape shifted during that time. Not revisiting the platform decision could have saved time and resources. While the IYCE program did succeed in piloting a desktop-only Facebook game, there is still a question as to whether the mobile platform would have worked just as well (please see the section on Platform Selection in Chapter 2). Popular city-building Facebook games CityVille and Farmville, for example, both released mobile versions during OurCity’s development. Whether the desktop-only decision was the best course, considering the constantly changing technological landscape, is yet to be verified.

Designing a highly localized game makes it unique and appealing. A key component in the success of the OurCity pilot and the game’s appeal was the exceptional local look, feel, and content of the game. This was by far the most consistent feedback received from all beta user testing as well as feedback post-launch. The unique and appealing local look and content was accomplished through the strategic identification of key local partners including Curl Stone Entertainment, a Jordanian digital art and animation studio that did all the artwork, and Ms. Rama Halaseh, a local civic engagement expert who fully understood the local landscape in terms of civic engagement. Additionally, Al Nasher, the game’s in-country manager, was key in validating all steps of the process through local focus groups, and the company was lead liaison with all local NGO partners. Last but not least, the local community manager, Gate2Play, ensured that local social media content was developed that would attract a local community. ASU’s Center for Games and Impact, as part of its M&E, indicated the game could have even been more playful and provocative with even more localized content (see Chapter 6), buttressing the lesson learned on the importance of localization to make a game unique and appealing.

It is important to anticipate and plan for local capacity constraints. As noted in the lesson learned directly above, OurCity’s excellent local partners were key to the game’s appeal and its exceptional local look, feel, and content. Using a local Jordanian game developer to build the game in the first phase of the project, however, proved to be too ambitious. The local Jordanian game developer was contracted due to its apparent expertise in the Facebook city building genre and the belief that the company had the capacity, vision, and cultural experience to develop a successful game and having a local developer would innately ensure future sustainability of the game and develop local capacity in this space. Within USAID, there was

considerable debate as to whether that was actually the goal, with some feeling it was more important to get a good game. Unfortunately, as a small developer, the Jordanian company was thinly capitalized and, ultimately, was not able to execute and meet project deliverables. This was largely due to the mismatch between the business cycle of a small local technology company and an often bureaucratic multi-stakeholder project. A lesson learned is to anticipate and plan for local capacity constraints—and potential related small businesses liquidity issues—to ensure local partnerships are designed to enable success. Also, local capacity can and was built in many ways other than by engaging a local game developer, which was an initial focus of the selection process. The game’s strongest quality was its local look and feel which was secured through a local digital art and animation studio and other local partners, not a local game developer.

Facebook algorithms are constantly changing requiring flexible and responsive social media strategy adjustments. As described in Chapter 5, Facebook made multiple changes in 2014 to its algorithm for determining which content people see high up in their news feeds. The originally envisioned OurCity pre-launch plan involved using a Facebook fan/community page to raise awareness about the game and its features, and these algorithm changes made the likelihood of success for the original plan slim. The inability to course correct rapidly in the face of well documented major changes to the primarily planned marketing channel’s algorithms could very easily not have ended so well. The lesson learned here is that the constantly changing social media landscape needs to be continually monitored and marketing and community building strategy adjustments need to be flexibly made to reflect current realities—not what was so a year or two ago.

Carefully calibrated strategic social media-based marketing works for serious social games. OurCity was effectively launched using low-cost social media-based marketing methods to jump start its viral organic (i.e., not via paid advertising) growth. A Thunderclap (as detailed in Chapter 5) was chosen as the primarily launch outreach platform given the Facebook algorithm changes described in the lesson learned immediately above and the realities of OurCity’s online community at the time. There are basically three ways to make a huge impact on social media: (1) have a ton of fans and followers, (2) have access to a ton of people active on social media, or (3) have access to a few people with a ton of fans and followers. Even though OurCity had little hope of achieving launch success via pathway one, a Thunderclap enabled social media success through the leveraging of pathways two and three. As shown in Appendix E, the Thunderclap launch resulted in a social reach of about 1.1 million, a firm foundation at a relatively low cost for its successful launch. Similar to the lesson learned directly above, the lesson learned here is social media marketing and community building needs to be planned and executed reflecting *your* current realities—not what other online communities can do (but you cannot easily replicate or should not try to replicate due to a lack of fans and followers, a different product, a different audience, different objectives/desired outcomes, etc.).

A related issue is paid Facebook advertising. Both the launch and post-launch were buttressed through a very small amount of paid Facebook advertising as described in Chapter 5. This small amount of paid Facebook advertising demonstrated the cost-effectiveness of Facebook app install ads for reaching potential players in Jordan. In the absence of a viral miracle, it would be impossible for \$73.52 in social media management labor costs to result in almost 2,000 app installs. A key lesson learned is it would be



very easy for organizations in the near term to cost effectively target very specific audiences by replicating and improving upon the approach described in Chapter 5.

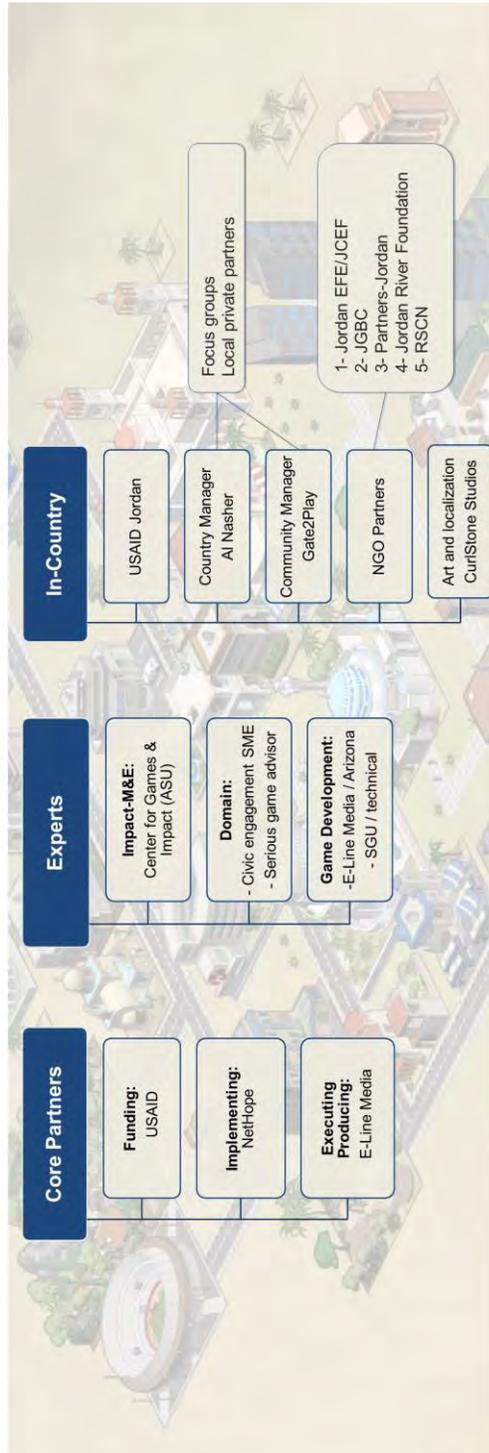
APPENDIX A: GAMES FOR CHANGE SERIOUS GAMES DEVELOPMENT CYCLE



APPENDIX B: IYCE IMPLEMENTING PARTNERS CHART

IYCE Pilot Program

IYCE Implementing Partners



APPENDIX C: IYCE SAMPLE WORKPLAN

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	IYCE Pilot Target Production timeline (E-Line)			05/12/14	03/17/15	
USAID Input	Pilot Timeline		Status	11/06/13	12/31/14	
	Phase 3 [Production]		In Progress	11/06/13	09/30/14	
	3.1 Development Tasks	E-Line	Completed	11/06/13	08/29/14	
	3.1.1 Alpha	SGU	Completed	11/06/13	03/12/14	
	Phase 3 Alpha build	SGU	Completed	11/06/13	02/10/14	02/10/14
X	Phase 3 Alpha build USAID approval	USAID	Completed	03/05/14	03/12/14	03/12/14
	3.1.2 E-Line Production Milestones	E-Line	In Progress	05/12/14	03/17/15	
	Production milestone: MS-- May	E-Line	Completed	05/12/14	06/06/14	06/06/14
	Production milestone: MS-- June	E-Line	Completed	06/09/14	07/04/14	07/03/14
	Production milestone: MS- July	E-Line	Completed	07/07/14	08/01/14	08/01/14
	Production milestone: MS-- August	E-Line	Completed	08/04/14	08/29/14	08/29/14
	Production milestone: MS-- September	E-Line	Completed	09/01/14	09/26/14	09/26/14
	Production milestone: MS-- October	E-Line	Completed	09/29/14	10/24/14	10/24/14
	Production milestone: MS-- November	E-Line	Completed	10/27/14	11/21/14	11/21/14
	Production milestone: MS-- December	E-Line	Completed	11/24/14	12/19/14	12/19/14
	Production milestone: MS-- January	E-Line	Completed	01/05/15	01/30/15	01/30/15
	Production milestone: MS-- February	E-Line	Completed	02/02/15	02/27/15	02/27/15
	Production milestone: MS-- March	E-Line	Completed	03/02/15	03/17/15	03/17/15

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	3.1.3 Quest content Approval workflow	E-Line	Completed	05/20/14	07/30/14	
X	Phase 1 quest content: USAID to review quest content provided by E-Line	USAID	Completed	05/20/14	05/23/14	05/23/14
	Phase 2 quest content: NGOs to review quest content provided by E-Line	NGOs	Completed	06/13/14	06/19/14	06/19/14
X	Phase 2 quest content: USAID to review quest content provided by E-Line	USAID	Completed	06/13/14	06/18/14	06/18/14
	Phase 2 quest content: E-Line to work on USAID feedback	E-Line	Completed	06/19/14	06/27/14	06/27/14
	Phase 2 quest content: E-Line to work on NGO feedback	E-Line	Completed	06/20/14	06/23/14	06/23/14
	Phase 2 quest content: E-Line to submit revised quests content back to NGOs for sign-off	E-Line	Completed	06/24/14	06/24/14	06/24/14
	Phase 2 quest content: NGOs to review final quest content edits and sign-off (written notification)	NGOs	Completed	06/24/14	06/30/14	06/30/14
	Phase 2 quest content: E-Line to submit final copy for sign-off to USAID	E-Line	Completed	07/01/14	07/01/14	07/01/14
X	Phase 3 quest content: USAID Washington sign-off on final quest content. Notifying in writing to E-Line that translation process can start	USAID Washington	Completed	07/02/14	07/09/14	07/09/14
	Phase 3 quest content: E-line to prepare files for translation (get all content into the database and export)	E-Line	Completed	07/10/14	07/30/14	07/30/14
	Phase 4 quest content: E-Line to submit USAID Washington Arabic and English quest content docs to get approval Jordan sign-off process started	E-Line	Completed	09/10/14	09/10/14	09/10/14
X	Phase 4 quest content: USAID Jordan sign-off on Arabic and English quest content doc.	USAID Jordan	Completed	09/11/14	09/17/14	10/09/14
	Phase 4 quest content: E-Line to submit USAID Washington micro-engagement video sheet to get approval Jordan sign-off process started	E-Line	Completed	09/16/14	09/16/14	09/16/14

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
X	Phase 4 quest content: USAID Washington/ Jordan sign-off on micro-engagement video sheet	USAID Jordan Washington	Completed	11/01/14	11/06/14	11/20/14
	3.1.4 Quest content Translation process	E-Line	Completed	07/31/14	08/14/14	
	Quest content: translation period r.1	Gate2Play	Completed	07/31/14	08/14/14	
	Quest content: translation period r.2	Al Nasher	Completed	10/09/14	10/17/14	
	Quest content: translation period r.3	Al Nasher	Completed	11/08/14	11/12/14	
	Quest content: translation period r.4	Al Nasher	Completed	11/21/14	12/01/14	
	Quest content: translation period r.5	Al Nasher	Completed	12/04/14	12/07/14	
	Quest content: translation period r.6	Al Nasher	Completed	12/10/14	12/15/14	
	Quest content: translation period r.7	Al Nasher	Completed	01/10/15	01/14/15	
	3.2 Program Tasks	NetHope	In Progress	02/10/14	11/30/14	
	3.2.1 M&E Framework	NetHope	In Progress	05/28/14	08/15/14	
X	Report confirming activities to ensure learning objectives are embedded into the game (to be coordinated with the dev. Team)	ASU	Completed	5/28/14	8/15/14	9/17/14
	Submission M&E framework document draft 2	ASU	Completed	5/28/14	6/17/14	6/17/14
	USAID M&E framework document draft 2 approval/feedback	USAID	Completed	6/17/14	6/23/14	6/23/14
	Submission M&E framework document draft 3 - Articulate IYCE/OurCity Theory of Change	ASU	Completed	6/18/14	7/31/14	7/31/14
	USAID M&E framework document draft 3 approval/feedback	USAID	Completed	8/1/14	8/5/14	8/5/14

	Task Name	Owner	Status	Start Date	Due Date	Date Completed	
	Submission M&E framework document draft 3 - Identify a set of targets for the game to achieve in the first 3 months of operation. - Articulate IYCE/OurCity Theory of Change	Submission M&E framework document draft 4 - Identify a set of targets for the game to achieve in the first 3 months of operation. - Finalize IYCE/OurCity Theory of Change	ASU	Completed	8/6/14	8/15/14	9/17/14
	USAID M&E framework document draft 3 approval/feedback	USAID M&E framework document draft 4 approval/feedback	USAID	Completed	9/18/14	9/30/14	9/30/14
IY	OurCity M&E Survey questions Stakeholder alignment		ASU	Completed	6/18/14	8/15/14	8/15/14
	M&E Data collection plan: - Detail process for analyzing data for each of the proposed indicators in the M&E Framework - Describe what data the game will be captured, tracked, and analyzed. (critical to stick to this date to ensure implementation)		ASU	Completed	6/18/14	7/3/14	9/17/14
	3.2.2 IYCE Partnerships		NetHope	In Progress	02/10/14	12/17/14	
	3.2.2.1 US Partnerships plan and strategy		ASU/NetHope/ E-line	In Progress	9/1/14	11/30/14	
	Revision and edits to existing Partnerships Plan and Strategy		ASU/NetHope/ E-line	Not Started Yet	9/1/14	10/01/14	
	Revision and edits to the partnerships materials (i.e. marketing pieces, presentations etc.)		ASU/NetHope/ E-line	Not Started Yet	9/1/14	10/01/14	
	Draft partnerships plan with list of potential contacts		ASU/NetHope/ E-line	Not Started Yet	10/1/14	10/15/14	
	USAID Review of Partnerships Deliverables		NetHope	Not Started Yet	11/1/14	11/14/14	

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	Feedback regarding the articulation of IYCE/OurCity strategic partnerships process to be used for future references	NetHope	Not Started Yet	11/15/14	11/30/14	
	Submission of Partnerships Deliverables	NetHope	Not Started Yet	11/30/14	11/30/14	
	3.2.2.2 Jordan Local Private Partnerships	Gate2Play	In Progress	2/10/14	9/30/14	
	Partners approach period (approved by NetHope)	Gate2Play	In Progress	2/10/14	8/29/14	
	NetHope selected partners terrorist check	NetHope	Completed	7/8/14	8/6/14	8/6/14
	Draft Concept Notes, MOU, LOIs for specific potential partners	Gate2Play	Not Started	9/1/14	9/8/14	
X	USAID revision of local partners documents	USAID Jordan	Not Started	9/9/14	9/12/14	
	Final Partnership Documents approved and signed	NetHope	Not Started	9/9/14	9/30/14	
	3.2.2.3 OurCity sustainability handover	NetHope	In Progress	04/01/14	12/17/14	
	Partner selection	NetHope/E-Line	Completed	4/1/14	8/26/14	
X	USAID Partner selection approval	USAID	Completed	8/29/14	9/10/14	
	Contracting and legal requirements	NetHope	In Progress	9/17/14	12/17/14	
	3.2.2.4 Local Marketing & Communications	USAID Jordan	Not Started	10/06/14	10/13/14	
X	Draft a local marketing and communications plan for pre & post-launch activities (subject to the availability of USAID Jordan funding)	USAID Washington NetHope	In Progress	10/06/14	10/08/14	
X	Local marketing and communications plan for pre & post-launch activities. Approval by USAID Jordan	USAID Jordan Washington	Not Started	10/08/14	10/13/14	

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
X	USAID Jordan and Washington coordination of local marketing & communications plan (subject to the availability of USAID Jordan funding)	USAID Jordan Washington	Not Started			
	3.2.2.5 Community Management	Gate2Play	In Progress	05/10/14	10/01/14	
	Analysis of the current "IYCE Audience" situation to identify audience profile, existing similar communities and influencers. Define IYCE community objectives and specific growth and engagement goals (this will be done by the selected Community Manager)	Gate2Play	Completed	05/10/14	07/24/14	
	"IYCE Audience" situation doc final round of feedback/approval before sharing with USAID	NetHope/E-Line	Completed	08/07/14	08/14/14	
	Community Management Online Plan/roadmap (done in collaboration with E-Line)	Gate2Play	Completed	06/17/14	07/24/14	
	Community Management Online Plan final round of feedback/approval before sharing with USAID	NetHope/E-Line	Completed	08/07/14	08/14/14	
X	USAID Washington feedback on IYCE Audience doc	USAID Washington	In Progress	08/20/14		
X	USAID Washington feedback on Community Management Online Plan/roadmap	USAID Washington	In Progress	08/15/14		
	Incorporation of feedback: IYCE Audience doc and Community Management Online Plan/roadmap	Gate2Play	Not Started	08/24/14	08/28/14	
X	USAID Jordan sign-off on IYCE Audience doc and Community Management Online Plan/roadmap	USAID Jordan	Not Started	08/31/14	09/04/14	
	Community Management Pre-launch draft plan. Includes details on strategy and sample content that's going out during the pre-launch period	Gate2Play	Completed	09/23/14	10/01/14	10/01/14

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
X	Community Management Pre-launch plan. USAID Washington feedback and approval	USAID Washington	In Progress	10/01/14		
	Phase 4 [Production]		Not Started	08/28/14	12/17/14	
	4.1 Development Tasks	E-Line	Completed	08/28/14	12/17/14	
	4.1.1 Close Beta	E-Line	Completed	08/28/14	11/01/14	
	Playtesting #1: USAID Jordan/Washington demo	NetHope	Completed	08/28/14	08/28/14	08/28/14
X	Playtesting #1: USAID approval to go into playtesting	USAID	Completed	08/29/14	09/05/14	09/05/14
	Playtesting #1: Gaming Lab session user testing (session 1)	E-Line/In-country partner	Completed	09/13/14	09/13/14	09/13/14
	Playtesting #1: Gaming Lab session + NGO testing (session 2)	E-Line/In-country partner	Completed	09/14/14	09/14/14	09/14/14
	Playtesting #1: Session 1 & 2 feedback collection	E-Line/In-country partner	Completed	09/15/14	09/19/14	09/19/14
	Playtesting #1 user feedback processing, integration and bug fixing	E-Line	Completed	09/22/14	10/10/14	10/10/14
	Playtesting #2: Gaming Lab session user testing	E-Line/In-country partner	Completed	10/14/14	10/14/14	10/14/14
	Playtesting #2: Gaming Lab session user feedback collection	E-Line/In-country partner	Completed	10/15/14	10/21/14	10/21/14
	Playtesting #2: user feedback processing, integration and bug fixing	E-Line	Completed	10/22/14	10/31/14	10/31/14
	Playtesting #3: E-Line Cross-studio stress and user testing session	E-Line	Completed	10/27/14	10/27/14	10/27/14

Task Name	Owner	Status	Start Date	Due Date	Date Completed
Playtesting #3: E-Line Cross-studio user feedback collection	E-Line	Completed	10/27/14	10/30/14	10/30/14
Playtesting #3: E-Line Cross-studio user feedback processing, integration and bug fixing	E-Line	Completed	11/03/14	11/07/14	11/06/14
Playtesting #4: Connectivity testing session at Gaming lab.	E-Line	Completed	10/28/14	10/28/14	10/28/14
NGOs demo and training session #1 (JRF, Partners-Jordan, JoGBC)	E-Line / Al Nasher	Completed	12/08/14	12/08/14	12/08/14
NGOs demo and training session #2 (JEFE and RSCN)	E-Line / Al Nasher	Completed	12/09/14	12/09/14	12/09/14
Close Beta: Partners testing round (testing round with all partners before Launch)	E-Line	Completed	12/03/14	12/10/14	12/10/14
Close Beta: Partners testing round / deadline for receiving feedback	E-Line	Completed	12/10/14	12/10/14	12/10/14
Close Beta: Partners testing round /feedback processing, integration and bug fixing	E-Line	Completed	12/04/14	12/15/14	12/15/14
Close Beta: Launch candidate	E-Line	Completed	12/17/14	12/17/14	12/17/14
4.1.2 User testing Logistics	E-Line	Completed	06/20/14	09/09/14	
Select in-country testing partner(s) – Al Nasher, Gate2Play, KAFD/Gaming Lab	E-Line	Completed	06/20/14	06/27/14	06/27/14
Define close beta testing goals and user testing feedback surveys	E-Line	Completed	08/28/14	09/04/14	09/04/14
User testing logistics (scheduling participants, reserving location, going over set-up ...)	E-Line/in-country partner	Completed	08/22/14	09/08/14	09/08/14

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	User testing guidelines and testing plan (session set-up, process and data collection)	E-Line	Completed	08/28/14	09/04/14	09/04/14
	Translating User testing guidelines, testing plan, and survey questions	Gate2Play	Completed	09/08/14	09/09/14	09/09/14
	4.1.3 Promotional video	E-Line	Not Started	10/23/14	11/14/14	
	Creation of promotional video for beneficiaries and other stakeholders	E-Line	Not Started	10/23/14	11/07/14	
X	Promotional video USAID Washington/Jordan approval	USAID	Not Started	11/10/14	11/14/14	
	4.1.4 Gold Master	E-Line	Completed	12/16/14	12/19/14	
X	Gold Master: USAID sign-off / English version	USAID Jordan Washington	Completed	12/16/14	12/16/14	
	Gold Master: USAID sign-off / Arabic version	USAID Jordan Washington	Completed	12/19/14	12/19/14	
	Gold Master: Public release/ English version	E-Line	Completed	12/17/14	12/17/14	
	Gold Master: Public release/ Arabic version	E-Line	Completed	12/19/14	12/19/14	
	4.2 Program Tasks	NetHope	Not Started	09/21/14	10/11/14	
	4.2.1 Community Management	Gate2Play	Not Started	10/00/2014	11/00/2014	
	Implementing pre-launch community management building activities (coordinate content for ad campaigns, events, postings, social media outreach)	Gate2Play	Not Started			
	4.2.2 M&E Framework	ASU	Not Started	08/11/14	10/11/14	

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	Implementing and coordinating any needed set-up for M&E framework evaluation deployment (coordination with NGOs and Gate2Play for Close Beta testing if needed)	ASU	Completed	8/11/14	10/11/14	10/6/14
	4.2.3 USAID Official Launch activities	NetHope	Not Started	00/00/2014	00/00/2014	
X	Event planning (TBD)	NetHope/ USAID Jordan	Not Started			
X	Discussions with relevant GoJ entities to participate/sponsor launch	NetHope/ USAID Jordan	Not Started			
	4.2.4 IYCE/OurCity scalability plan	Nethope	Not Started	00/00/2014	00/00/2014	
	Identification of 2nd country partner and expansion of program to that country	Nethope/E-Line	Not Started			
	MOUs signed with 1 to 2 corporate or foundation partners, with one assisting with program expansion to 2nd country (USAID sign off)	Nethope	Not Started			
X	USAID IYCE/OurCity scalability plan approval	USAID	Not Started			
	Phase 5 [Post-launch]		In Progress	12/17/14	03/17/15	
	5.1 Development Tasks	E-Line	In Progress	12/18/14	03/17/15	
	5.1.1 Post-Launch Maintenance & Support	E-Line	In Progress	12/18/14	03/17/15	
	Month 1 of Post launch support and ongoing optimization	E-Line	Completed	12/18/14	01/16/15	
	Month 2 of Post launch support and ongoing optimization	E-Line	Completed	01/17/15	02/16/15	
	Month 3 of Post launch support and ongoing optimization	E-Line	Completed	2/17/15	3/17/15	

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	Hand-off to third party plan, documentation and needed training (pending partner identification)	E-Line	Deferred			
	Hand-off to third party, tech and design transition. (pending partner identification)	E-Line	Deferred			
	5.2 Program Tasks	NetHope	Not Started	09/14/14	02/12/15	
	5.2.1 M&E Framework	ASU	Not Started			
	Evaluation framework deployment for live version (coordination with NGOs and Gate2Play for data collection): weekly data pulls and simple reports, monthly analysis sessions and reports.	ASU	Not Started			
	5.2.1 NetHope Pilot Reporting	NetHope	Not Started	11/25/14	12/31/14	
	NH drafts final report, including lessons learned doc, initial data results from the execution of the M&E plan, and roll-out strategy for other countries in collaboration with E-Line	NetHope/E-Line	In Progress			
X	USAID approval of final report	USAID	Not Started			
	5.2.1 Community Management pilot reporting	Gate2Play	Not Started	10/12/14	01/12/15	
	Three months of post-launch support to coordinate all aspect of Community Management	Gate2Play	Not Started			
	IYCE Community Manager role and Online Community Plan evaluation: performance document	Gate2Play	Not Started			

	Task Name	Owner	Status	Start Date	Due Date	Date Completed
	5.2.2 M&E pilot reporting	ASU	Not Started	01/12/15	02/22/15	
	IYCE/OurCity Project Final Evaluation Report and Lessons Learned	ASU	Not Started			
	Final report on IYCE/OurCity Partnerships process	ASU	Not Started			
X	USAID approval of final reports	USAID	Not Started			

APPENDIX D: POTENTIAL GLOBAL PARTNERSHIPS LIST

1. Arizona State University
2. Cisco Foundation
3. Entertainment Software Association
4. ESA Foundation
5. Facebook
6. Ford Foundation
7. Google
8. Intel
9. Internews
10. Knight Foundation
11. Microsoft
12. MTV
13. National Science Foundation
14. Patterson Foundation
15. Peak Games
16. Rockefeller Foundation
17. Zynga.org

APPENDIX E: THUNDERCLAP PAGES



Help Us Clap Louder on Monday, Feb. 23

Core Partners
USAID

In Country Manager
NetHope

Other Partners
Rama Helaseh
Civic Engagement Expert
Randa Karadsheh

Pilot Partner NGOs
Jordan GPC
RSCN

Implementing Partners
NetHope, E-Media, GAMES & IMPACT, gate2play, SOCIAL GAME UNIVERSITY, FLIGHTING, gaming Lab, UN HABITAT

#OurCityGame Beta Launch
by OurCity Facebook Game category: **Technology**

**“Try it today --> New city-building Facebook game for Jordan just launched!
#OurCityGame <http://thndr.it/1sCLHMz>”**

SUPPORTERS
114 of 100
114% of goal supported

SOCIAL REACH
1,045,672
People

TIME LEFT
Complete
Ends Feb 23, 12:00 PM EST



إيديكم معنا يوم الأحد، 22 فبراير

Core Partners
USAID

In Country Manager
NetHope

Other Partners
Rama Helaseh
Civic Engagement Expert
Randa Karadsheh

Pilot Partner NGOs
Jordan GPC
RSCN

Implementing Partners
NetHope, E-Media, GAMES & IMPACT, gate2play, SOCIAL GAME UNIVERSITY, FLIGHTING, gaming Lab, UN HABITAT

لعبة مدينتنا النسخة التجريبية
by شركاء لعبة مدينتنا category: **Technology**

**“جربها اليوم--> تم إطلاق لعبة أردنية على الفيسبوك!
#لعبة مدينتنا <http://thndr.it/1sCLHMz>”**

SUPPORTERS
108 of 100
108% of goal supported

SOCIAL REACH
87,240
People

TIME LEFT
Complete
Ends Feb 22, 9:00 AM EET

APPENDIX F: DRAFT POST-LAUNCH COMMUNITY MANAGEMENT PLAN

Note: Elements of the “Draft Post Launch Community Management Plan” were used in both Arabic and English starting March 12, 2015, but some elements were not used, and the planned scheduling was adjusted. Please see the section on Advertising in Chapter 5 for more information. The draft is included here to assist future projects.

**Post-Launch Plan for OurCity Facebook
Game**

**Starting from the 8th of March through
the 18th of April 2015**

Bringing Back the Middleman

Customer Service

Gate2Play will be in charge of customer service community management for the OurCity Facebook and Twitter accounts. Players are encouraged to share thoughts and opinions on the OurCity Facebook page, it is expected that this will be done in a respectful and appropriate manner. The goal is to share ideas and information with as many individuals as possible and the game's policy is to accept the positive and relevant comments made to its profile.

Therefore, comments of the following nature will be deleted:

- Hate speech
- Profanity, obscenity or vulgarity
- Nudity in profile pictures
- Defamation to a person or people
- Name calling and/or personal attacks
- Comments whose main purpose are to sell a product
- Comments that infringe on copyrights
- Spam comments, such as the same comment posted repeatedly on a profile

All links posted as comments on OurCity social media pages will be regularly monitored and reviewed and may be deleted subject to outlined rules and regulations.

Repeated violations of OurCity comment policy may cause authors to be blocked from OurCity social media pages.

Players are encouraged to share your comments, ideas, and concerns. The following are the policies for the Gate2plays' Facebook fan page:

- Gate2play will delete comments that contain abusive, vulgar, offensive, threatening or harassing language, personal attacks of any kind, or offensive terms that target specific individuals or groups.
- Gate2play will delete comments that are clearly off-topic, that promote services or products, or that promote or oppose any political party, person campaigning for elected office, or any ballot proposition.
- Gate2Play will moderate comments between 9:00 am and 6:00 pm Sunday through Thursday, excluding public holidays. We intend to moderate comments at other times or as soon as possible on the next business day.
- Gratuitous links to sites are viewed as spam and may result in the comments being removed.
- The content of all comments is immediately released into the public domain; please do not submit anything you do not wish to be broadcast to the general public.
- Do not post personally identifiable information such as social security numbers, addresses and telephone numbers. Comments containing this information will be removed from the Facebook fan page wall.
- Gate2play does not discriminate against any views, but reserves the right to remove posted comments that do not adhere to these standards.

Promotion and Outreach

Gate2Play will promote OurCity on social media during the post-launch period. Gate2Play may be assisted during this time period by other members of the IYCE team, including NetHope and USAID staff.

Gate2Play will preload the posts detailed in the “Six-Week Plan” section below via Hootsuite and respond to customer service and technical support issues arising from the postings. Ms. Monica Jerbi, communications consultant with the USAID-NetHope Global Broadband and Innovations Alliance (GBI), piloted paid Facebook ads as cited in the plan.

Gate2Play will occasionally post text ad hoc in the following blanket pre-approved categories:

- Posts/tweets promoting OurCity live events (both on the OurCity Facebook fan/community page and on OurCity partner Facebook fan/community pages)
- Posts/tweets thanking NGO partners for their support and leadership
- Posts/tweets with links to any media mentions, blog posts, etc. about OurCity
- Posts/tweets providing customer service/technical support information relevant to questions multiple users brought up through emails to support@ourcitygame.com or Facebook fan/community page messaging
- Reposts/retweets of other Facebook fan/community pages or Twitter mentions of OurCity

- Facebook likes from OurCity NGO partner posts and sharing/reposting them, when relevant, on the OurCity fan/community page

On Twitter, hashtags used will include #OurCityGame #ICT4D #GlobalDev #Gaming Gamification #Gamify #Jordan #EdTech #CivicEd #EngagedCitizens #CivicEngagement #EmpowerYouth #Youth

Six-Week Plan

About two thirds of Facebook text will be in Arabic with one third in English, while the Twitter text will be more of a 50-50 mix of the two.

First Week (8-14 March)

Day one [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*⁶



Petra is a national symbol of Jordan as well as one of Jordan's most-visited tourist attractions. Petra has been a UNESCO World Heritage Site since 1985. It is just one of many Jordanian landmarks in the OurCity city-building game that makes the game special. You need to earn just 25 virtual dinars in our totally free game to build it. Join or continue the challenge at https://apps.facebook.com/jordan_our_city.

⁶ Hootsuite's autoschedule function uses computer algorithms to calculate the times of day the most Facebook fans and Twitter followers will be online to optimize reach.

Twitter: Petra just one of many beloved symbols of Jordan in #OurCityGame. Join the fun now at https://apps.facebook.com/jordan_our_city/ pic.twitter.com/XXXXXXXXXX #gamer

Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each):⁷ Build a Jordanian City! Petra is just one of many beloved symbols of Jordan in the Facebook OurCity game.

Day three: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.⁸*

The Jordan River Foundation is one of the OurCity local Jordanian nongovernmental organization partners. The Foundation helps teach women to read and to start businesses, and provides poverty-stricken youth with the skills needed to support their families. Watch this video at https://www.youtube.com/watch?v=HXcYf_19DGA to learn more about how the Jordan River Foundation empowers youth.

As an OurCity mayor, you can build a Jordan River Foundation office in your city. In real life, you or someone you know can turn to the branch in your local city to gain the skills required to join the workforce, or simply to become a more engaged and active citizen!

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).⁹

Twitter [Arabic and English]: Thanks to @jordanriverfdn for being an #OurCityGame sponsor & for empowering Jordanian youth https://www.youtube.com/watch?v=HXcYf_19DGA

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function*

⁷ Based on a test app install ad with a \$5 budget (replicating a fan/community page post but with slightly shorter text due to space limitations) on Feb. 25 and 26 resulting in 226 app installs and 48 "likes" of the ad at a cost of \$4.52. The almost identical fan/community page post was boosted with a \$5 budget on Feb. 25 and 26 resulting in 11 app installs, 160 "likes" of the promoted post, and 2 "likes" of the OurCity fan/community page at a cost of \$4.01.

⁸ App install ads will be targeted to Jordanian youth between 15 and 25 who are fans of CityVille, SimCity, and other builder games; cite online gaming as an interest; or Facebook profiling indicates gaming is one of their behaviors.

⁹ Boosts of posts containing videos will be targeted to Jordanian youth between 15 and 25 who are fans of the OurCity community/fan page, fans of the featured NGO's fan/community page, or whose interests coincide with the mission of the featured NGO, etc.



The OurCity game is designed to help you take your virtual successes and ideas into the real world. Our Jordanian nongovernmental organization partners—Jordan Education for Employment, Jordan Green Building Council, Royal Society for the Conservation of Nature, Jordan River Foundation, and Partners Jordan—offer job training, real world skills development, and the opportunity to make a difference in your community. Follow this Facebook page to find out about upcoming co-sponsored events.

Twitter [Arabic and English]: The #OurCityGame will help you take your virtual successes & ideas into the real world & make a difference pic.twitter.com/XXXXXXXXXX #gamer #gaming

Second Week (15-21 March)

Day one [Arabic and English]: The below posts will be programmed to go out at the optimal time, according to Hootsuite’s autoschedule function.



Yasmine, your civic advisor, will help you in the game as you build your city. She will also help you measure the happiness of your citizens. It can be a challenge keeping citizens happy, balancing your city budget, and improving public services and infrastructure! Join or continue the challenge at https://apps.facebook.com/jordan_our_city and tell your friends about our totally free game.

Twitter: Yasmine, your civic advisor, will help you build your city & measure citizen happiness https://apps.facebook.com/jordan_our_city/ pic.twitter.com/XXXXXXXXXX #gamer

Day three: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



Can you identify the Jordanian landmark in this picture? The King Abdullah I Mosque is just one of many Jordanian landmarks in OurCity that make the city-building, civic education game special. You need to earn just 25 virtual dinars in our totally free game to build it. Join or continue the fun at https://apps.facebook.com/jordan_our_city.

Twitter: Do you recognize the Jordanian Landmark? The OurCity Facebook, totally free to play, game has many. pic.twitter.com/XXXXXXXXXX

Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build Your Ideal City! Do you recognize the Jordanian Landmark? The OurCity Facebook game contains many.¹⁰

¹⁰ This particular ad will be targeted to Jordanian youth between 15 and 25 who Facebook behavior analytics indicate play online games AND cite Umrah as an interest. Facebook page analytics per *IYCE Final Report | September 2015*

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Jordan Education For Employment (Jordan EFE) is one of the OurCity local Jordanian nongovernmental organization partners. Jordan EFE provides unemployed youth with the skills they need to build a career. Watch this video at https://www.youtube.com/watch?v=qHv_KPySifk to learn how youth come to Jordan EFE without hope and, following training, end up with a promising career.

As an OurCity mayor, you can build a Jordan EFE office in your city. In real life, you or someone you know can turn to the branch in your local city for unique employer-driven training.

Twitter [Arabic and English]: Thanks to @JEFefoundation for being an #OurCityGame sponsor and for giving hope & new careers to unemployed youth https://www.youtube.com/watch?v=qHv_KPySifk

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Third Week (22-28 March)

Day one [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



Best caption with a civic engagement theme receives a code for 50 virtual OurCity dinars. Virtual dinars can be used to “purchase” special OurCity buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque. Winner will be selected on xx

<https://www.facebook.com/search/101889283186681/residents/present/604052279651578/likers/intersect/pages-liked/interest/pages/intersect> show Umrah is an interest of a high percentage of OurCity fan/community page fans.

Twitter: Enter our best #civiced caption contest on Facebook to win code for 50 in virtual OurCity dinars
<http://www.facebook.com/xxxxxxxxx> #gamer #gaming

Day two:



Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build Your Ideal City! Do you recognize the Jordanian Landmarks? The OurCity Facebook game contains many.

Day three: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

The Royal Society for the Conservation of Nature (RSCN) is one of the OurCity local Jordanian nongovernmental organization partners. RSCN is an independent voluntary organization devoted to the conservation of Jordan's natural resources. Watch this video at https://www.youtube.com/watch?v=XQD-Jz2L_aA to learn what RSCN youth volunteers accomplished during the 2011 event.

As an OurCity mayor, you can build a an RSCN office in your city. In real life, you or someone you know can participate in RSCN's annual "Clean Up the World" campaign and join 35 million people around the world in cleaning up and conserving their local environment.

Twitter [Arabic and English]: Thanks to @ RSCNJordan for being an #OurCityGame sponsor & for providing youth conservation volunteer opportunities https://www.youtube.com/watch?v=XQD-Jz2L_aA

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Partners Jordan is one of the OurCity local Jordanian nongovernmental organization partners. Partners Jordan advances civil society and encourages citizen participation in Jordan's social and political development. Watch the video at https://www.youtube.com/watch?v=AF_MikRQ0KM to learn about how Partners Jordan worked with six municipalities to adopt a participatory budgeting program prioritizing municipal budgeting decisions based on citizens' opinions.

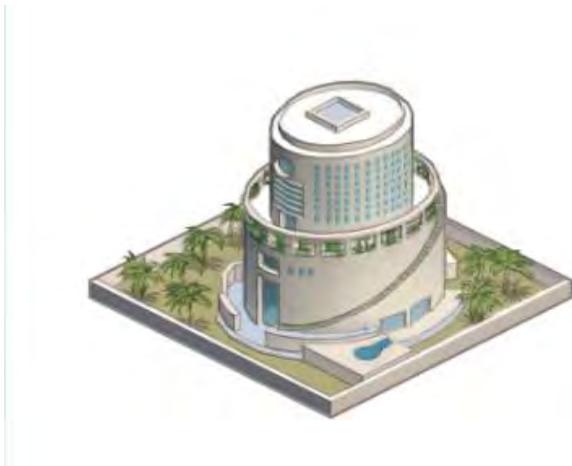
As an OurCity mayor, you can build a Partners Jordan office in your city. In real life, you or someone you know can turn to the branch in your local city to find ways to become a more engaged and active citizen!

Twitter [Arabic and English]: Thanks to @PartJo for being an #OurCityGame sponsor & for promoting civic collaboration & participatory budgeting https://www.youtube.com/watch?v=AF_MikRQ0KM

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Fourth Week (29 March-April 4)

Day one [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



The lights of Le Royal, a luxury hotel and three-story shopping mall, shine above Amman at night. It is just one of many Jordanian landmarks in the OurCity game that make the game special. You need to earn just 15 virtual dinars in our totally free game to build it. Join or continue the challenge at https://apps.facebook.com/jordan_our_city.

Twitter: Le Royal just one of many beloved symbols of Jordan in #OurCityGame. Join the fun at https://apps.facebook.com/jordan_our_city/ pic.twitter.com/XXXXXXXXXX

Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build a Jordanian City! Le Royal is just one of many beloved symbols of Jordan in the Facebook OurCity game.

Day two: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Jordan Education For Employment (Jordan EFE) is one of the OurCity local Jordanian nongovernmental organization partners. Jordan EFE provides unemployed youth with the skills they need to build a career. Watch this video at <https://www.youtube.com/watch?v=n1p48YDOBOW> to learn how Jordan EFE partners with Intel to provide youth with job training and equip them with the skills they need to start their own successful small businesses.

As an OurCity mayor, you can build a Jordan EFE office in your city. In real life, you or someone you know can turn to the branch in your local city for unique employer-driven training.

Twitter [Arabic and English]: Thanks to @JEFEfoundation for being an #OurCityGame sponsor and for training youth to run small businesses <https://www.youtube.com/watch?v=n1p48YDOBOW>

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Day three [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



Invite your friends to join in this unique city building adventure. Challenge your friends to build a better city in our totally free game.

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule autoschedule function:*



Follow us at @OurCityGame on Twitter for the latest OurCity news, including live events where special codes for game dinars will be given away. Virtual dinars can be used to “purchase” special OurCity buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque.

Twitter Follow us for #OurCityGame news, including live events where special codes for game dinars will be given out #gaming

Fifth Week (April 5-11)

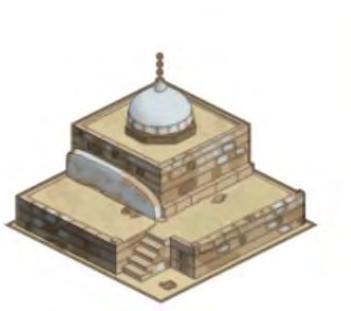
Day one [Arabic and English]: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.



Best caption with a vocational education theme receives a code for 50 virtual OurCity dinars. Virtual dinars can be used to “purchase” special OurCity buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque. Winner will be selected on xx

Twitter: Enter our best vocational ed caption contest on Facebook to win code for 50 in virtual OurCity dinars <http://www.facebook.com/xxxxxxxxx> #gamer

Day two:



Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build Your Ideal City! Do you recognize the Jordanian Landmark? The OurCity Facebook game contains many.

Day three: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.

The Jordan Green Building Council (GBC) is one of the OurCity local Jordanian nongovernmental organization partners. GBC promotes and advocates for the adoption of green building practices and
IYCE Final Report | September 2015

coordinates the annual Greater Amman Municipality Anti-Littering Campaign called "Amman is Clean by its People." Watch this video at <https://www.youtube.com/watch?v=gUxksaXXJDM> to learn more about it.

As an OurCity mayor, you can build a GBC office in your city. In real life, you or someone you know can volunteer for the "Amman is Clean by its People" campaign.

Twitter [Arabic and English]: Thanks to @JordanGBC for being an #OurCityGame sponsor and for coordinating volunteers to keep Amman clean <https://www.youtube.com/watch?v=gUxksaXXJDM>

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Jordan Education For Employment (Jordan EFE) is one of the OurCity local Jordanian nongovernmental organization partners. Jordan EFE provides unemployed youth with the skills they need to build a career. Watch this video at <https://www.youtube.com/watch?v=gUxksaXXJDM> to learn how Jordan EFE partners with top employers like Blue Fig cafe to provide youth with job training and promising careers.

As an OurCity mayor, you can build a Jordan EFE office in your city. In real life, you or someone you know can turn to the branch in your local city for unique employer-driven training.

Twitter [Arabic and English]: Thanks to @JEFEfoundation for being an #OurCityGame sponsor and for training youth for promising careers <https://www.youtube.com/watch?v=gUxksaXXJDM>

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Sixth Week (April 12-18)

Day one: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Reposting of the most popular boosted Facebook post in past five weeks.

Twitter: Retweeting of tweet associated with the most popular boosted Facebook post in past five weeks.

Facebook App Install Promotion Advertisement (\$10 expected to net 500+ installs at less than 2 cents each): Rerunning the most successful/cost-effective OurCity app install ad during the past five weeks.

Day two: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Reposting of the most popular nonboosted Facebook post in past five weeks.

Twitter: Retweeting of most popular retweeted tweet in past five weeks.

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

The Royal Society for the Conservation of Nature (RSCN) is one of the OurCity local Jordanian nongovernmental organization partners. RSCN is an independent voluntary organization devoted to the conservation of Jordan's natural resources. Watch this video at https://www.youtube.com/watch?v=s_CLZrMbi5Q to learn what RSCN is doing to protect forests and prevent their destruction.

As an OurCity mayor, you can build a an RSCN office in your city. In real life, you or someone you know can volunteer to help RSCN preserve Jordan's forests and green spaces for future generations.

Twitter [Arabic and English]: Thanks to @ RSCNJordan for being an #OurCityGame sponsor & for preserving Jordan's forests and green spaces https://www.youtube.com/watch?v=s_CLZrMbi5Q

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Third Week (22-28 March)

Day one [Arabic and English]: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.



Best caption with a civic engagement theme receives a code for 30 virtual OurCity dinars. Virtual dinars can be used to “purchase” special OurCity buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque. Winner will be selected on a pre-defined schedule.

Twitter: Enter our best #civiced caption contest on Facebook to win code for 30 in virtual OurCity dinars <http://www.facebook.com/xxxxxxxxx> #gamer #gaming

Day two:



Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build Your Ideal City! Do you recognize the Jordanian Landmarks? The OurCity Facebook game contains many.

Day three: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.

The Royal Society for the Conservation of Nature (RSCN) is one of the OurCity local Jordanian nongovernmental organization partners. RSCN is an independent voluntary organization devoted to the conservation of Jordan's natural resources. Watch this video at https://www.youtube.com/watch?v=XQD-Jz2L_aA to learn what RSCN youth volunteers accomplished during the 2011 event.

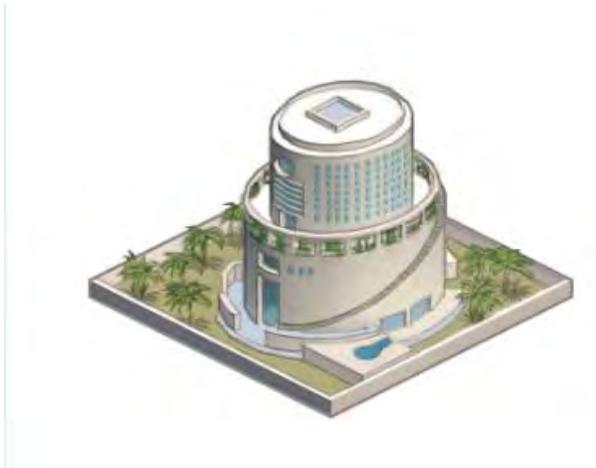
As an OurCity mayor, you can build a an RSCN office in your city. In real life, you or someone you know can participate in RSCN's annual "Clean Up the World" campaign and join 35 million people around the world in cleaning up and conserving their local environment.

Twitter [Arabic and English]: Thanks to @ RSCNJordan for being an #OurCityGame sponsor & for providing youth conservation volunteer opportunities https://www.youtube.com/watch?v=XQD-Jz2L_aA

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Fourth Week (29 March-April 4)

Day one [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



The lights of Le Royal, a luxury hotel and three-story shopping mall, shine above Amman at night. It is just one of many Jordanian landmarks in the OurCity game that make the game special. You need to earn just 15 virtual dinars in our totally free game to build it. Join or continue the challenge at https://apps.facebook.com/jordan_our_city.

Twitter: Le Royal just one of many beloved symbols of Jordan in #OurCityGame. Join the fun at https://apps.facebook.com/jordan_our_city/ pic.twitter.com/XXXXXXXXXX

Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build a Jordanian City! Le Royal is just one of many beloved symbols of Jordan in the Facebook OurCity game.

Day three: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

Jordan Education For Employment (Jordan EFE) is one of the OurCity local Jordanian nongovernmental organization partners. Jordan EFE provides unemployed youth with the skills they need to build a career. Check out its website at <http://www.efe.org/our-network/jordan> to learn how Jordan EFE provides youth with job training that equips them with relevant, employable skills.

As an OurCity mayor, you can build a Jordan EFE office in your city. In real life, you or someone you know can turn to the branch in your local city for unique employer-driven training.

Twitter [Arabic and English]: Thanks to @JEFEfoundation for being an #OurCityGame sponsor and for training youth for promising careers <http://www.efe.org/our-network/jordan>

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function:*



Follow us at @OurCityGame on Twitter for the latest OurCity news, including live events where special codes for game dinars will be given away. Virtual dinars can be used to “purchase” special OurCity

buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque.

Twitter: Follow us for #OurCityGame news, including live events where special codes for game dinars will be given out #gaming

Fifth Week (April 5-11)

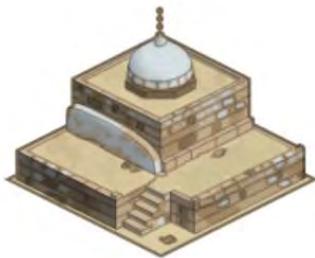
Day one [Arabic and English]: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*



Best caption with a vocational education theme receives a code for 30 virtual OurCity dinars. Virtual dinars can be used to “purchase” special OurCity buildings, such as Karak Castle, the Shrine of the Prophet Haroun, Jerash, Umm Qais, and the King Hussein Mosque. Winner will be selected on a pre-determined schedule.

Twitter: Enter our best vocational ed caption contest on Facebook to win code for 30 in virtual OurCity dinars <http://www.facebook.com/xxxxxxxxx> #gamer

Day three:



Facebook App Install Promotion Advertisement (\$6 expected to net 300+ installs at less than 2 cents each): Build Your Ideal City! Do you recognize the Jordanian Landmark? The OurCity Facebook game contains many.

Day five: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

The Jordan Green Building Council (GBC) is one of the OurCity local Jordanian nongovernmental organization partners. GBC promotes and advocates for the adoption of green building practices and works with Ahel Al Balad to coordinate the annual Greater Amman Municipality Anti-Littering Campaign called "Amman is Clean by its People." Watch this video at <https://www.youtube.com/watch?v=52fiidsiUO8> to learn more about it.

As an OurCity mayor, you can build a GBC office in your city. In real life, you or someone you know can volunteer for the "Amman is Clean by its People" campaign.

Twitter [Arabic and English]: Thanks to @JordanGBC for being an #OurCityGame sponsor and for working with Ahel Al Balad <https://www.youtube.com/watch?v=52fiidsiUO8>

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Sixth Week (April 12-18)

Day one: *The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.*

The Royal Society for the Conservation of Nature (RSCN) is one of the OurCity local Jordanian nongovernmental organization partners. RSCN is an independent voluntary organization devoted to the conservation of Jordan's natural resources. Watch this video at https://www.youtube.com/watch?v=s_CLZrMbi5Q to learn what RSCN is doing to protect forests and prevent their destruction.

As an OurCity mayor, you can build a an RSCN office in your city. In real life, you or someone you know can volunteer to help RSCN preserve Jordan's forests and green spaces for future generations.

Twitter [Arabic and English]: Thanks to @ RSCNJordan for being an #OurCityGame sponsor & for preserving Jordan's forests and green spaces https://www.youtube.com/watch?v=s_CLZrMbi5Q

Facebook Advertising Boost of Above Facebook Post (\$5 expected to net a combined 250+ likes of the post, likes of the Our City fan/community page, and clicks to the OurCity fan/community page at about 2 cents each).

Day three [Arabic and English]: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.



Invite your friends to join in this unique city building adventure. Challenge your friends to build a better city in our totally free game.

Facebook App Install Promotion Advertisement (\$10 expected to net 500+ installs at less than 2 cents each): Rerunning the most successful/cost-effective OurCity app install ad during the past five weeks.

Day five: The below posts will be programmed to go out at the optimal time, according to Hootsuite's autoschedule function.

Reposting of the most popular nonboosted Facebook post in past five weeks.

Twitter: Retweeting of most popular retweeted tweet in past five weeks.

APPENDIX G: OURCITY SCREEN SHOTS

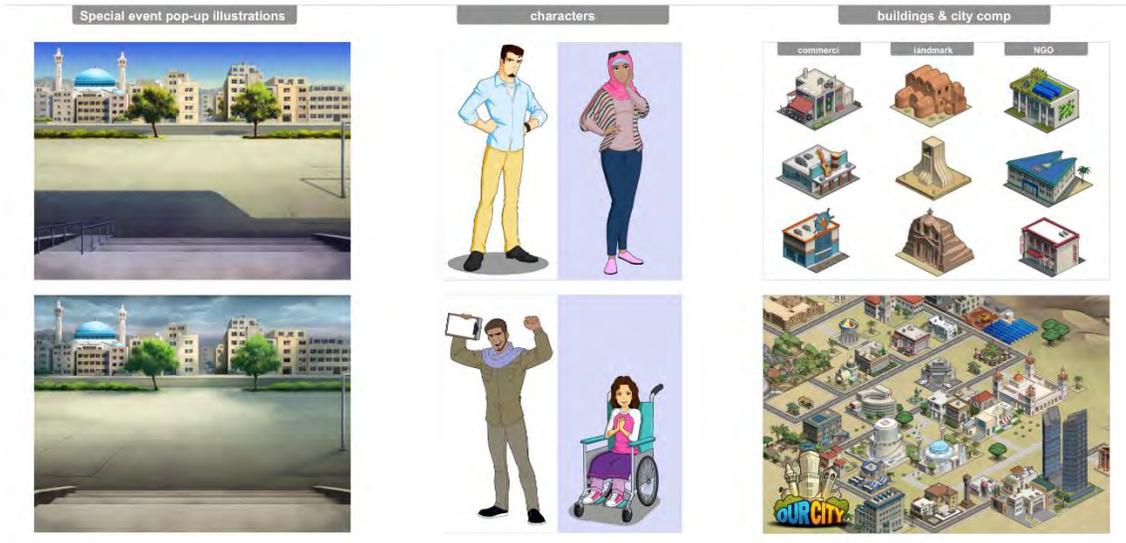
> OurCity Beta Banner:



> OurCity Beta Logo:

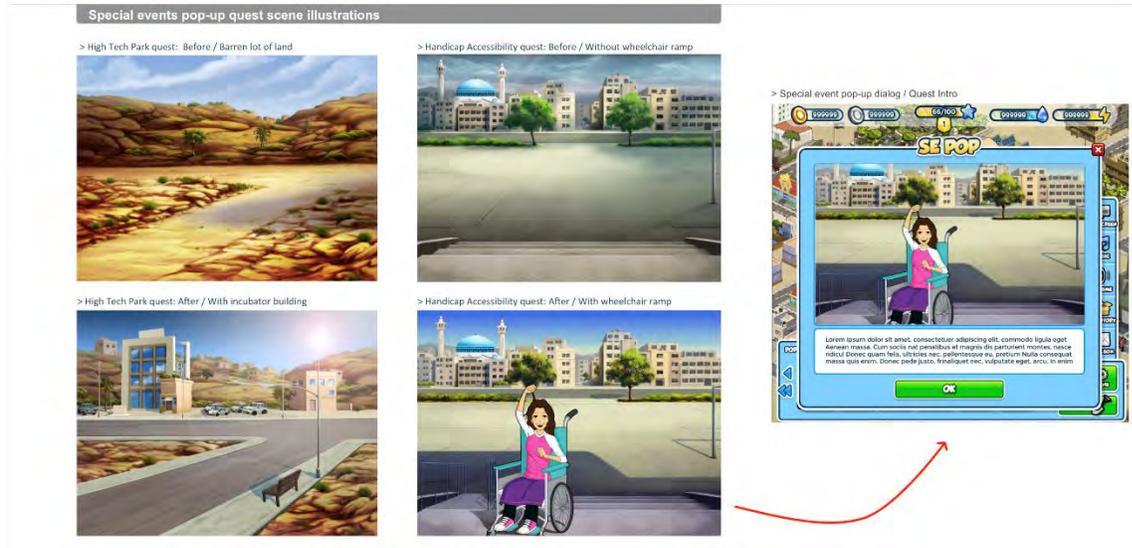


> Overall look-and-feel:



> In-game dialogs samples:





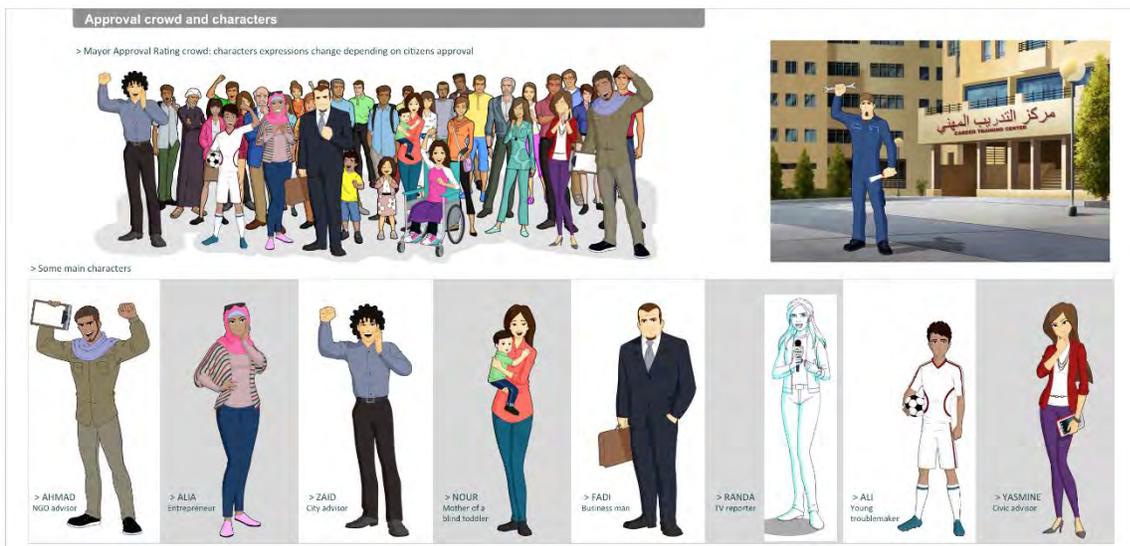
> Civic engagement features dialogs samples:



> Buildings and decorations samples:



> Characters samples:



APPENDIX H: ADDITIONAL PLAYER METRICS

Below are updated player metrics pulled from Facebook's insights dashboard. Reporting Period: 29th of March to 8th of May.

Login Dialog > Accepts



Facebook Login

New Logins

5.6K ↓ 55.5%



Daily Active Users

149 ↓ 52.4%



Monthly Active Users

4.1K ↓ 22.9%



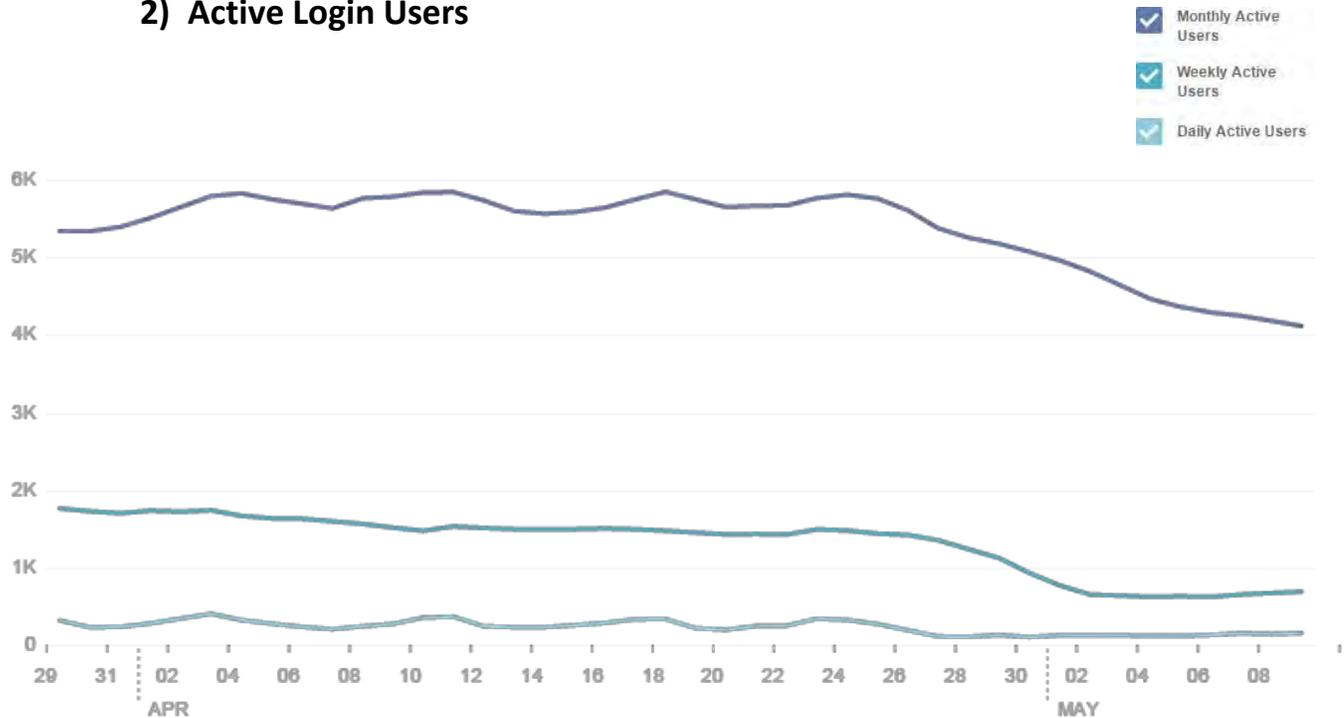
1) New Logins

Date	Web	Unknown	Total
03/29/2015	65	1	66
03/30/2015	4	-	4
03/31/2015	16	-	16
04/01/2015	52	-	52
04/02/2015	109	-	109

04/03/2015	146	-	146
04/04/2015	92	-	92
04/05/2015	43	-	43
04/06/2015	7	-	7
04/07/2015	3	-	3
04/08/2015	41	-	41
04/09/2015	51	-	51
04/10/2015	112	-	112
04/11/2015	110	-	110
04/12/2015	5	-	5
04/13/2015	5	-	5
04/14/2015	8	-	8
04/15/2015	63	-	63
04/16/2015	71	1	72
04/17/2015	105	1	106
04/18/2015	84	-	84
04/19/2015	35	-	35
04/20/2015	7	-	7
04/21/2015	62	-	62
04/22/2015	51	-	51
04/23/2015	154	-	154
04/24/2015	101	-	101
04/25/2015	97	-	97

04/26/2015	24	-	24
04/27/2015	2	-	2
04/28/2015	1	-	1
04/29/2015	2	-	2
04/30/2015	1	-	1
05/01/2015	1	-	1
05/02/2015	5	-	5
05/03/2015	3	-	3
05/05/2015	3	-	3
05/06/2015	3	-	3
05/07/2015	6	-	6
05/08/2015	3	-	3
05/09/2015	2	-	2
Total	1755	3	1758

2) Active Login Users



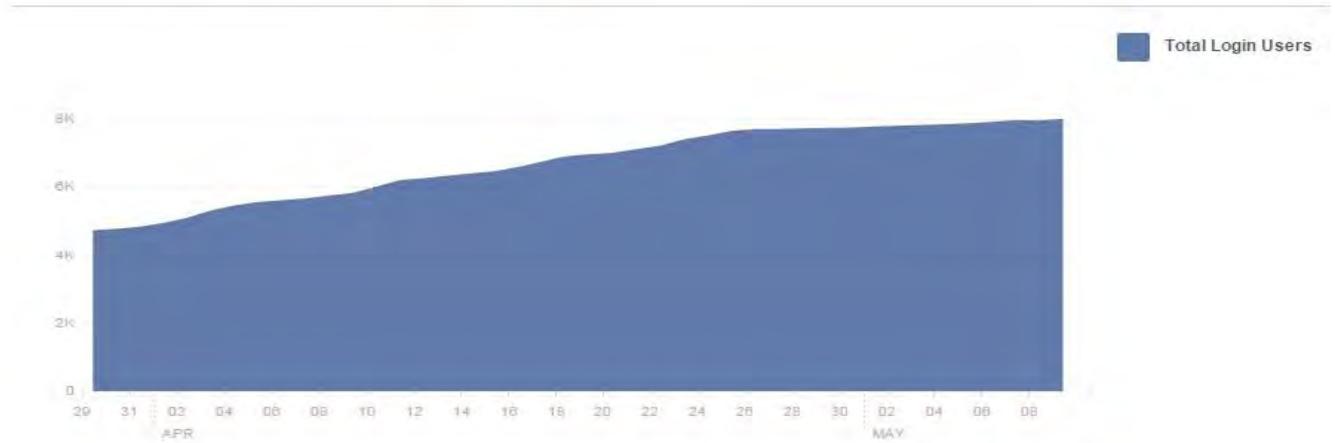
OurCity: Active Login Users (3/29/2015—5/9/2015)			
Date	Monthly Active Users	Weekly Active Users	Daily Active Users
03/29/2015	5335	1758	313
03/30/2015	5334	1721	224
03/31/2015	5390	1696	229
04/01/2015	5506	1729	274
04/02/2015	5647	1716	337
04/03/2015	5787	1734	398

04/04/2015	5824	1662	317
04/05/2015	5747	1630	270
04/06/2015	5689	1625	230
04/07/2015	5629	1592	199
04/08/2015	5759	1558	237
04/09/2015	5781	1510	267
04/10/2015	5834	1470	349
04/11/2015	5839	1525	361
04/12/2015	5732	1506	237
04/13/2015	5595	1490	225
04/14/2015	5559	1486	225
04/15/2015	5582	1490	251
04/16/2015	5639	1499	280
04/17/2015	5745	1489	328
04/18/2015	5843	1470	330
04/19/2015	5745	1446	212
04/20/2015	5646	1423	192
04/21/2015	5662	1427	241
04/22/2015	5667	1421	245
04/23/2015	5762	1488	335
04/24/2015	5806	1473	319
04/25/2015	5756	1433	266
04/26/2015	5604	1416	186

04/27/2015	5373	1347	106
04/28/2015	5251	1232	102
04/29/2015	5173	1119	124
04/30/2015	5072	927	98
05/01/2015	4959	766	120
05/02/2015	4818	647	122
05/04/2015	4461	617	116
05/05/2015	4359	624	112
05/06/2015	4287	616	125
05/07/2015	4243	647	147
05/08/2015	4178	666	137
05/09/2015	4111	683	149

3) Total Login Users

Facebook Login Activity > Total Login Users



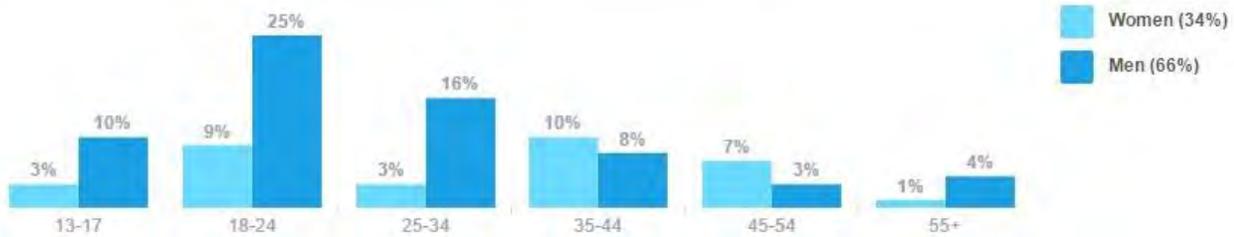
Date	Total Login Users
03/29/2015	4731
03/30/2015	4774
03/31/2015	4836
04/01/2015	4948
04/02/2015	5101
04/03/2015	5316
04/04/2015	5464
04/05/2015	5563
04/06/2015	5615
04/07/2015	5668
04/08/2015	5753
04/09/2015	5832
04/10/2015	6019
04/11/2015	6208
04/12/2015	6262
04/13/2015	6337
04/14/2015	6406
04/15/2015	6468
04/16/2015	6593
04/17/2015	6753
04/18/2015	6907

04/19/2015	6967
04/20/2015	7008
04/21/2015	7120
04/22/2015	7220
04/23/2015	7407
04/24/2015	7519
04/25/2015	7652
04/26/2015	7708
04/27/2015	7707
04/28/2015	7729
04/29/2015	7743
04/30/2015	7751
05/01/2015	7783
05/04/2015	7848
05/05/2015	7878
05/06/2015	7918
05/07/2015	7971
05/08/2015	7959
05/09/2015	8008

- The total number of users who have ever accepted OurCity app's request for Facebook permissions, minus permission removals.

Demographics of New Facebook Logins / Age & Gender:

Demographics of New Facebook Logins > Gender & Age



4) Stories Published

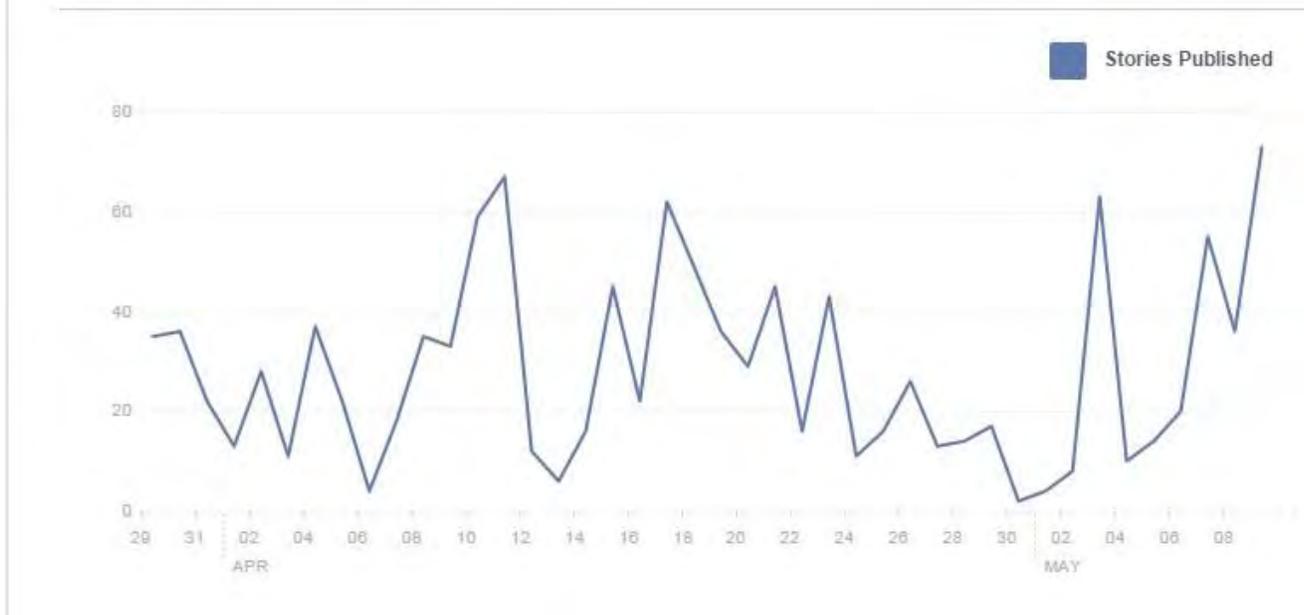
Stories

Story Impressions
26.9K ↓ 81.8%

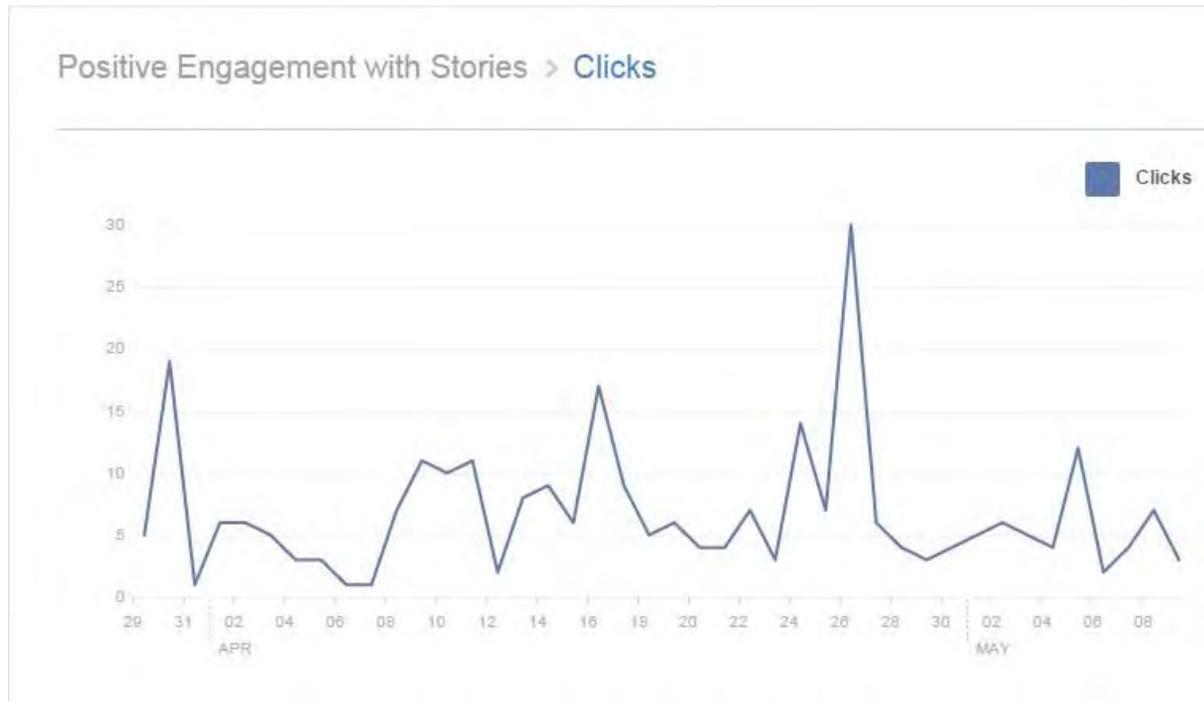
Stories Published
1.2K ↑ 109%

Clicks on Stories
276 ↓ 40%

Story Distribution > Stories Published



5.1) Positive Engagement with Stories



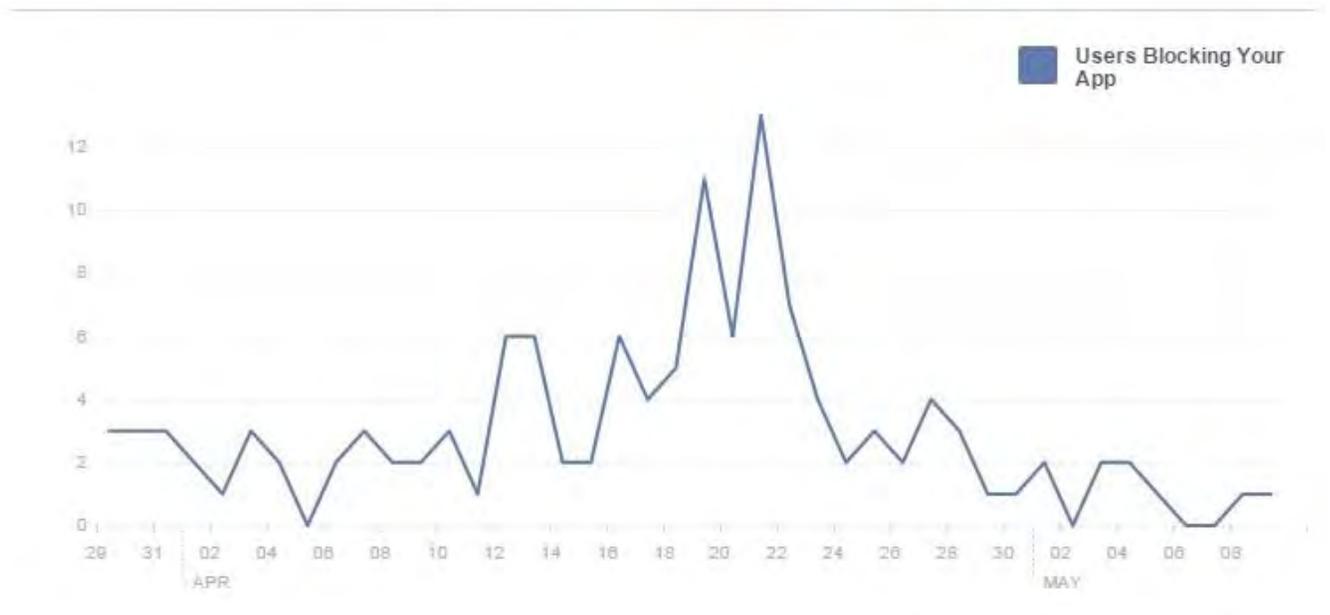
Date	Clicks
03/29/2015	5
03/30/2015	19
03/31/2015	1
04/01/2015	6
04/02/2015	6
04/03/2015	5
04/04/2015	3
04/05/2015	3
04/06/2015	1
04/07/2015	1

04/08/2015	7
04/09/2015	11
04/10/2015	10
04/11/2015	11
04/12/2015	2
04/13/2015	8
04/14/2015	9
04/15/2015	6
04/16/2015	17
04/17/2015	9
04/18/2015	5
04/19/2015	6
04/20/2015	4
04/21/2015	4
04/22/2015	7
04/23/2015	3
04/24/2015	14
04/25/2015	7
04/26/2015	30
04/27/2015	6
04/28/2015	4
04/29/2015	3
05/01/2015	5

05/02/2015	6
05/04/2015	4
05/05/2015	12
05/06/2015	2
05/07/2015	4
05/08/2015	7
05/09/2015	3

5.2) Negative Engagement with Stories

Negative Engagement with Stories > Users Blocking Your App



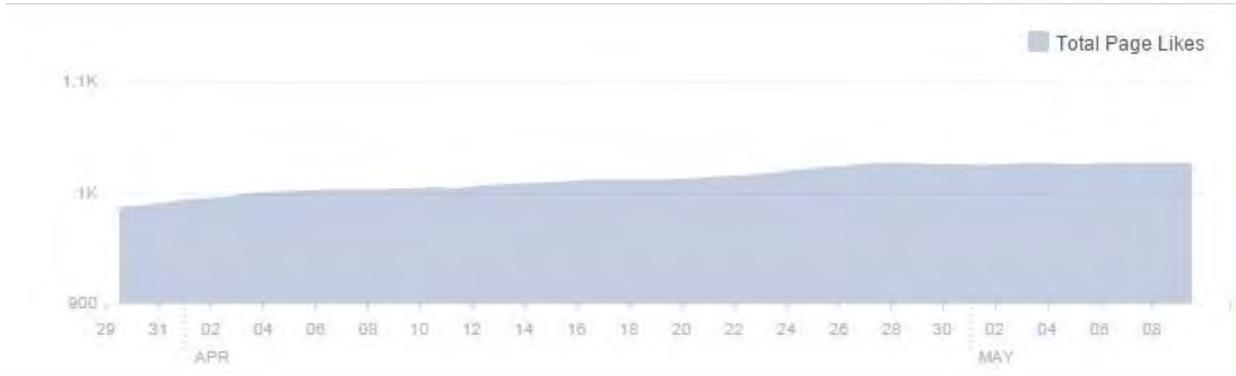
Date	Users Blocking Your App
03/29/2015	3
03/30/2015	3

03/31/2015	3
04/01/2015	2
04/02/2015	1
04/03/2015	3
04/04/2015	2
04/05/2015	-
04/06/2015	2
04/07/2015	3
04/08/2015	2
04/09/2015	2
04/10/2015	3
04/11/2015	1
04/12/2015	6
04/13/2015	6
04/14/2015	2
04/15/2015	2
04/16/2015	6
04/17/2015	4
04/18/2015	5
04/19/2015	11
04/20/2015	6
04/21/2015	13
04/22/2015	7

04/23/2015	4
04/24/2015	2
04/25/2015	3
04/26/2015	2
04/27/2015	4
04/28/2015	3
04/29/2015	1
04/30/2015	1
05/01/2015	2
05/02/2015	-
05/03/2015	2
05/04/2015	2
05/05/2015	1
05/06/2015	-
05/07/2015	-
05/08/2015	1
05/09/2015	1
Total	119

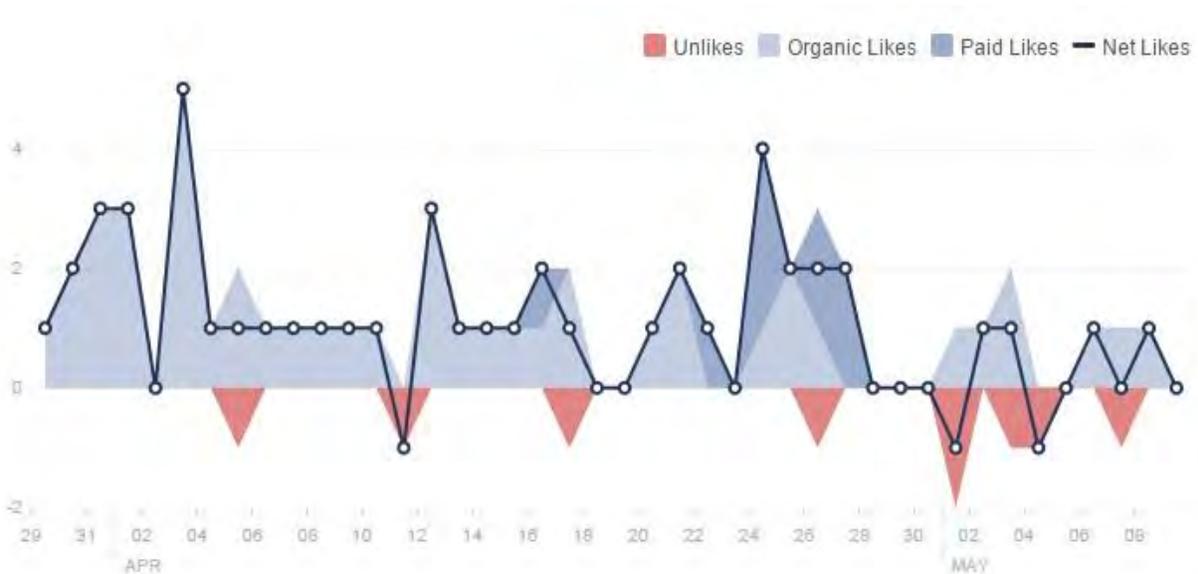
Facebook page statistics

Total page likes are **1027**. Report period: 29th of March to 8th of May



Net Likes

Net likes shows the number of new likes minus the number of unlikes.



Where OurCity's Page Likes Happened

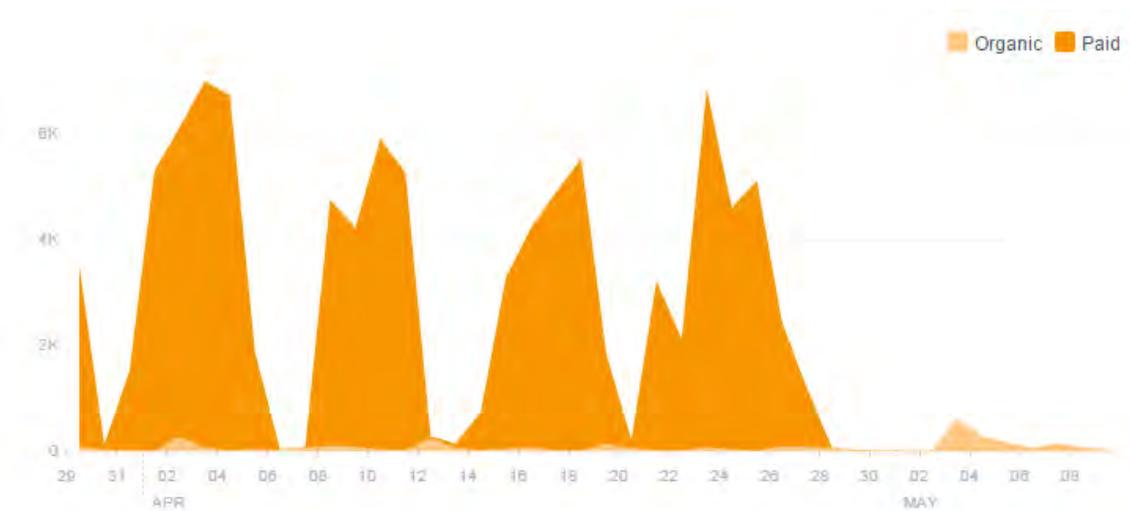
The number of times the Page was liked, broken down by where it happened.



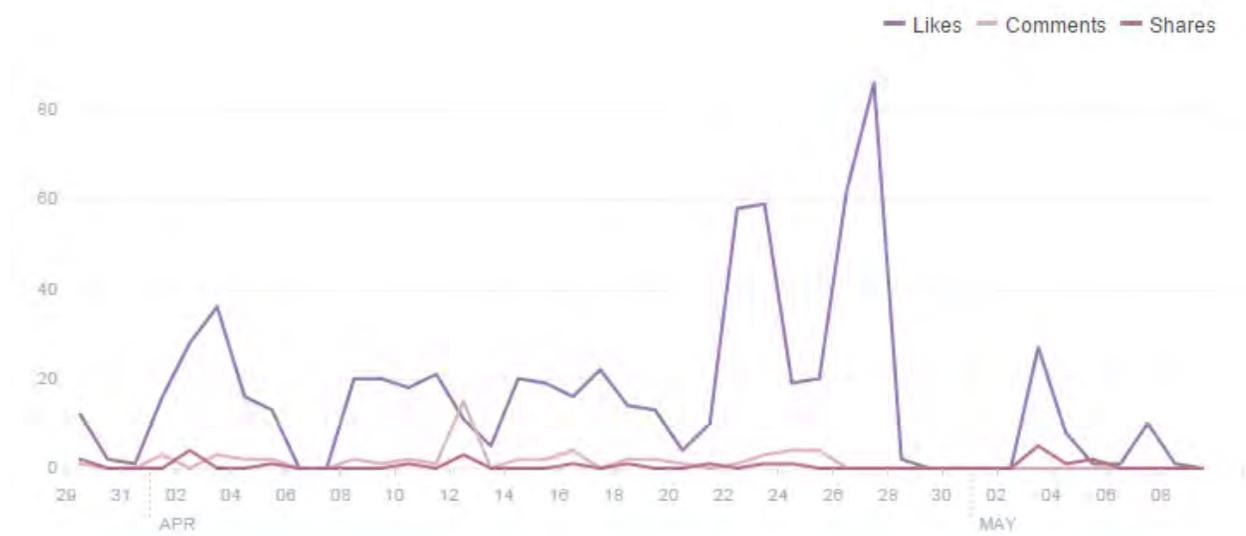
OurCity Page Reach

Post Reach

The number of people our posts was served to.

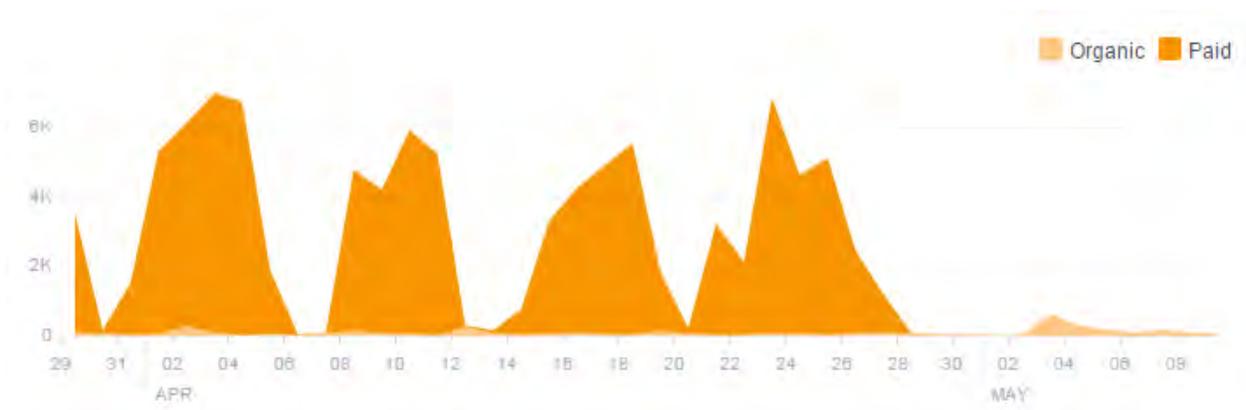


Likes, Comments, and Shares



Total Reach

The number of people who were served any activity from our Page including our posts, posts to our Page by other people, Page like ads, mentions and check-ins.



APPENDIX I: OURCITY/E-LINE VENTURES PRIVACY POLICY

We at E-LINE VENTURES, ("E-LINE VENTURES," "we," "us," "our") know that our users ("you," "your") care about how your personal information is used and shared, and we take your privacy seriously. Please read the following to learn more about our Privacy Policy. **BY DOWNLOADING THE APPLICATION, VISITING OR USING THE WEBSITE, GAMES OR SERVICES (COLLECTIVELY, THE "SERVICES") IN ANY MANNER, YOU ACKNOWLEDGE THAT YOU ACCEPT THE PRACTICES AND POLICIES OUTLINED IN THIS PRIVACY POLICY, AND YOU HEREBY CONSENT THAT WE WILL COLLECT, AND USE, YOUR INFORMATION IN THE FOLLOWING WAYS.** Capitalized terms used herein that are not defined shall have the meaning given to them in the E-LINE VENTURES Terms of Use.

I. WHAT DOES THIS PRIVACY POLICY COVER?

This Privacy Policy covers our treatment of personally identifiable information ("Personal Information") that we gather when you are accessing or using the Services. This policy does not apply to the practices of companies that we do not own or control, or to individuals that we do not employ or manage.

We do not knowingly collect or solicit personal information from anyone under the age of 13 or knowingly allow such persons to register for the Services (as that term is defined in our Terms of Use). If you are under 13, please do not attempt to register for the Services or send any information about yourself to us, including your name, address, telephone number, or email address. No one under age 13 may provide any personal information to us or on the Services. In the event that we learn that we have collected personal information from a child under age 13 without verification of parental consent, we will delete that information as quickly as possible. If you believe that we might have any information from or about a child under 13, please contact us at support@ourcitygame.com

II. WHAT INFORMATION DOES E-LINE VENTURES COLLECT?

We gather various types of Personal Information from our users, as explained more fully below. We may use this Personal Information to personalize and improve our services, to allow our users to set up a user account and profile, to contact users, to fulfill your requests for certain products and services, to analyze how users utilize the Services, and as otherwise set forth in this Privacy Policy. We may share certain types of Personal Information with third parties (described in this Section and in Section III below). We collect the following types of information:

A. Information You Provide to Us:

When you register for the Services or sign in using a Third Party Website, you may provide Personal Information, such as your name, username, password, age, and email address. You acknowledge that this information is personal to you, and by creating an account on the Services, you allow others, including us, to identify you. We may use your contact information to send you information about our Services. You may unsubscribe from certain of these messages through the Services. Certain communications, such as important information regarding the Services are not subject to unsubscription. You may provide us with additional information to make public, such as your location or a profile picture.

When you access the Services through a Third Party Website, such as Facebook Connect, then we may receive additional information about you through that Third Party Website. In each case, we will collect and record the information you have provided such as your username, email address, and third-party account credentials (for example, your log-in credentials for Facebook or other third party sites). We don't store your passwords for those Third Party Websites. Instead, we use an authentication token to verify your user name.

B. Information Collected Automatically:

Whenever you interact with our Services, we automatically receive and record information on our server logs from your browser including your IP address, “cookie” information, and the page you requested. “Cookies” are identifiers we transfer to your computer or mobile device that allow us to recognize your browser or mobile device and tell us how and when our Services are visited and by how many people. You may be able to change the preferences on your browser or mobile device to prevent or limit your computer or device’s acceptance of cookies, but this may prevent you from taking advantage of some features of our Services. Also, if you click on a link to a Third Party Website, such third party may also transmit cookies to you. This Privacy Policy does not cover the use of cookies by any third parties.

When we collect usage information, we only use this data in aggregate form, and not in a manner that would identify you personally. For example, this aggregate data tells us how often users use parts of the Services, so that we can make the Services appealing to as many users as possible. We may also provide this aggregate information to our partners; our partners may use such information to understand how often and in what ways people use our Services, so that they, too, can provide you with an optimal experience. The information may also be used for research aimed at better understanding how such games can enhance learning for players. The result of such studies could be used for public presentations and publications, but nothing identifying players or personal information would be included. We never disclose aggregate information to a partner in a manner that would identify you personally.

C. E-mail and Other Communications:

We may contact you, by email or other means; for example, to communicate with you about your use of the Services. Also, we may receive a confirmation when you open an email from us. This confirmation helps us make emails more interesting and improve our service. If you do not want to receive email or other mail from us, please indicate your preference by contacting us at support@ourcitygame.com. Please note that if you do not want to receive legal notices from us, those legal notices will still govern your use of the Services, and you are responsible for reviewing such legal notices for changes.

III. WILL E-LINE VENTURES SHARE ANY OF THE PERSONAL INFORMATION IT RECEIVES?

We neither rent nor sell your Personal Information in personally identifiable form to anyone.

A. Affiliated Businesses and Third Party Websites We Do Not Control: In certain situations, businesses or third party websites we are affiliated with may sell items or provide services to you through the Services (either alone or jointly with us). You can recognize when an affiliated business is associated with such a transaction or service, and we will share your Personal Information with that affiliated business only to the extent that it is related to such transaction or service. One such service may include the ability for you to automatically transmit information from Third Party Websites to your profile on the Services or to automatically transmit information in your profile to your third party account. We have no control over the policies and practices of third party websites or businesses as to privacy or anything else, so if you choose to take part in any transaction or service relating to an affiliated website or business, please review all such businesses’ or websites’ policies.

B. Agents: We employ other companies and people to perform tasks on our behalf and need to share your information with them to provide products or services to you. Unless we tell you differently, our agents do not have any right to use the Personal Information we share with them beyond what is necessary to assist us. We may also share the information with partners to be used in research studies focused on better understanding how games can enhance learning among players. We never disclose aggregate information to a partner in a manner that would identify you personally.

C. User Profiles and Submissions: Certain user profile information, including without limitation your username and game-playing history (such as your win/loss record), may be displayed to other users to facilitate user interaction within the Services or address your request for E-LINE VENTURE’s services. Any content you upload to your public

user profile, along with any Personal Information or content that you voluntarily disclose online in a manner other users can view (including without limitation any content you disclose to another user in the context of a game you are playing with such user) becomes publicly available, and can be collected and used by others. Your user name may also be displayed to other users if and when you send messages or comments or play games with other users, and other users may be able to contact you through messages and comments or to start a game with you by searching for your user name or email address. Again, we do not control the policies and practices of any other third party site or service.

D. Protection of E-LINE VENTURES and Others: We reserve the right to access, read, preserve, and disclose any information that we reasonably believe is necessary to comply with law or court order; enforce or apply our conditions of use and other agreements; or protect the rights, property, or safety of E-LINE VENTURES, our employees, our users, or others. This includes exchanging information with other companies and organizations for fraud protection and credit risk reduction.

E. With Your Consent: Except as set forth above, you will be notified when your Personal Information may be shared with third parties in personally identifiable form, and you will be able to prevent the sharing of this information.

IV. IS PERSONAL INFORMATION ABOUT ME SECURE?

Your account is protected by a password for your privacy and security. If you access your account via a third party site or service, you may have additional or different sign-on protections via that third party site or service. You must prevent unauthorized access to your account and Personal Information by selecting and protecting your password and/or other sign-on mechanism appropriately and limiting access to your computer or device and browser by signing off after you have finished accessing your account.

We endeavor to protect the privacy of your account and other Personal Information we hold in our records, but we cannot guarantee complete security. Unauthorized entry or use, hardware or software failure, and other factors, may compromise the security of user information at any time.

The Services may contain links to other sites. We are not responsible for the privacy policies and/or practices on other sites. When following a link to another site you should read that site's privacy policy.

V. WHAT PERSONAL INFORMATION CAN I ACCESS?

Through your account settings, you may access, and, in some cases, edit or delete the username, password, and email address you've provided to us.

The information you can view, update, and delete may change as the Services change. If you have any questions about viewing or updating information we have on file about you, please contact us at support@ourcitygame.com

Under California Civil Code Sections 1798.83-1798.84, California residents are entitled to ask us for a notice identifying the categories of Personal Information which we share with our affiliates and/or third parties for marketing purposes, and providing contact information for such affiliates and/or third parties. If you are a California resident and would like a copy of this notice, please submit a written request to: support@ourcitygame.com

VI. WHAT CHOICES DO I HAVE?

You can always opt not to disclose information to us, but keep in mind some information may be needed to register with us or to take advantage of some of our special features.

You may be able to add, update, or delete information as explained in Section V above. When you update information, however, we may maintain a copy of the unrevised information in our records. You may request deletion of your account by emailing us at support@ourcitygame.com



Please note that some information may remain in our records after your deletion of such information from your account. We may use any aggregated data derived from or incorporating your Personal Information after you update or delete it, but not in a manner that would identify you personally. Please be aware that you may not be able to delete from the Services any content you have voluntarily disclosed online in a manner other users can view.

VII. CHANGES TO THIS PRIVACY POLICY

We may amend this Privacy Policy from time to time. Use of information we collect now is subject to the Privacy Policy in effect at the time such information is used. If we make changes in the way we use Personal Information, we will notify you by posting an announcement through the Services or sending you an email. You are bound by any changes to the Privacy Policy when you use the Services after such changes have been first posted.

VIII. QUESTIONS OR CONCERNS

If you have any questions or concerns regarding our privacy policies, please send us a detailed message to support@ourcitygame.com and we will try to resolve your concerns.

Effective Date: 10/20/14

APPENDIX J: OURCITY/E-LINE VENTURES

TERMS OF SERVICE

PLEASE READ THESE TERMS OF SERVICE CAREFULLY BEFORE USING E-LINE VENTURES' SERVICES. WHENEVER YOU USE THE SERVICES, YOU AGREE TO BE BOUND BY ALL OF THE TERMS AND CONDITIONS OF THESE TERMS OF SERVICE. IF YOU DON'T AGREE TO ALL OF THE TERMS AND CONDITIONS, YOU MUST NOT USE OUR SERVICES.

The purpose of the Service, owned and operated by E-Line Ventures a company with offices at 363 7th Avenue, 20th Floor, New York, NY, 10001 , is to provide a community with a fun and educational game (the "Service"). The terms "E-Line", "us", or "we" refers to E-Line Ventures. The term "you" refers to the user of the Service that is accessed by you ("User" or "you") under the following terms and conditions:

1. ACCESS TO THE SERVICE.

1.1. Subject to these Terms, E-Line Ventures may offer to provide the Service, as described more fully within the game representing the Service, and which is selected by you, solely for your own use, and not for the use or benefit of any third party. Service shall include, but not be limited to, any service E-Line Ventures performs for you, as well as the offering of any materials displayed or performed through the Service (including, but not limited to text, graphics, tools, virtual goods, and service).

1.2. E-Line Ventures may change, suspend or discontinue the Service for any reason, at any time. E-Line Ventures may also impose limits on certain features and services or restrict your access to parts or all of the Service without notice or liability. E-Line Ventures reserves the right, at its discretion, to modify these Terms at any time by posting a notice through the Service, or by sending you a notice via e-mail or through the Third Party Sites and services through which you access the Service. You shall be responsible for reviewing and becoming familiar with any such modifications. Your use of the Service following such notification constitutes your acceptance of these Terms as modified.

1.3. You agree to be bound by any application, forum, or game specific rules within the applicable Service.

1.4. You certify to E-Line Ventures that if you are an individual (i.e., not a corporation) you are at least 13 years of age, and if you are between 13 and 18, your parent or legal guardian has reviewed and accepted these Terms on your behalf. You also certify that you are legally permitted to use the Service, and take full responsibility for the selection and use of the Service. These Terms are void where prohibited by law, and the right to access the Service is revoked in such jurisdictions.

1.5. E-Line Ventures will use reasonable efforts to ensure that the Service is available twenty-four hours a day, seven days a week. However, there will be occasions when the Service will be interrupted for maintenance, upgrades and emergency repairs or due to failure of telecommunications links and equipment. Every reasonable step will be taken by E-Line Ventures to minimize such disruption where it is within E-Line Ventures' reasonable control, however, the Service may also be unavailable due to outages

of the Third Party Sites through which the Service is accessed. YOU AGREE THAT E-LINE VENTURES NOR THE THIRD PARTY SITE WILL BE LIABLE IN ANY EVENT TO YOU OR ANY OTHER PARTY FOR ANY SUSPENSION, MODIFICATION, DISCONTINUANCE OR LACK OF AVAILABILITY OF THE SERVICE OR YOUR USER CONTENT (AS DEFINED BELOW).

1.6. You shall be responsible for obtaining and maintaining any equipment or ancillary service needed to connect to, access, or otherwise use the Service, including, without limitation, modems, hardware, software, and internet service. You shall be responsible for ensuring that such equipment or ancillary service is compatible with the Service.

1.7. The Service may be accessed through Third Party Sites, including social networks such as Facebook. The Service is only available to registered users of the Third Party Sites and in addition to these Terms is also subject to the terms and conditions and policies of the Third Party Site. You should carefully read the terms and conditions, privacy policy, and other policies and guidelines applicable to Third Party Sites before accessing or using the Service. By using or accessing the Service, you are permitting the Third Party Site to share your email address and other personally identifiable information with E-Line Ventures. Please review E-line Venture's privacy policy https://joc-dev.elinemediacom/login/OurCity_Privacy_Policy_1_12_15.docx.html ("Privacy Policy") for information about how E-Line Ventures collects and uses information about you. The Privacy Policy is hereby incorporated into these Terms.

2. SITE CONTENT.

2.1. The Service and any content, materials or information that form part of the Service are owned, controlled or licensed by E-Line Ventures. You may download or copy the Content, and other items displayed on the Site for download, for personal use only, provided that you maintain all copyright and other notices contained in such Content. You shall not store any significant portion of any Content in any form. Copying or storing of any Content for other than personal, noncommercial use is expressly prohibited without prior written permission from E-Line Ventures, or from the copyright holder identified in such Content's copyright notice. All trademarks, service marks, and trade names which appear on the Service (other than those appearing in any Content posted by a User) are proprietary to E-Line Ventures and/or third parties. You shall abide by all copyright notices, information, and restrictions contained in any Content accessed through the Service.

2.2. The Service and the Content are protected pursuant to U.S. copyright laws, international conventions, and other copyright laws. You may not modify, publish, transmit, participate in the transfer or sale of, reproduce (except as provided in these Terms), create derivative works based on, distribute, perform, display, or in any way exploit any of the Content, software, materials, or Service in whole or in part.

2.3. Any comments, suggestions, or feedback relating to the Service (collectively "Feedback") submitted to E-Line Ventures shall become the property of E-Line Ventures or its designee. E-Line Ventures will have exclusive ownership of all present and future existing rights to the Feedback of every kind and nature everywhere and will be entitled to use the Feedback for any commercial or other purpose whatsoever, without compensation to you or any other person sending the Feedback.

3. USER CONTENT.

3.1. You acknowledge and agree that if you use any of the Service features to contribute Content to the Service, such as avatars, chat, message boards, blogs, forums, comments, and the like ("User Content"), E-Line Ventures is hereby granted a non-exclusive, worldwide, royalty-free, transferable, sublicensable right to fully exploit such User Content (including all related intellectual property rights) and to allow others to do so. You warrant, represent, and agree that you have the right to grant E-Line Ventures and the Service the rights set forth above. You represent, warrant and agree that you will not contribute any User Content that (a) infringes, violates, or otherwise interferes with any copyright or trademark of another party, (b) reveals any trade secret, unless you own the trade secret or have the owner's permission to post it, (c) infringes any intellectual property right of another or the privacy or publicity rights of another, (d) is libelous, defamatory, obscene, pornographic, abusive, indecent, threatening, harassing, hateful, offensive, or otherwise violates any law or right of any third party, (e) contains a virus, trojan horse, worm, time bomb, or other computer programming routine or engine that is intended to damage, detrimentally interfere with, surreptitiously intercept, or expropriate any system, data, or information, or (f) remains posted after you have been notified that such User Content violates any of sections (a) to (e) of this sentence.

3.2. E-Line Ventures reserves the right to remove any User Content from the Site at any time, for any reason (including, but not limited to, upon receipt of claims or allegations from third parties or authorities relating to such User Content or if E-Line Ventures is concerned that you may have breached these Terms), or for no reason at all. You are responsible for all User Content posted or developed under your username, including User Content contributed by a third party whom you have authorized to post User Content under your username.

3.3. E-Line Ventures does not have the obligation to review, and you acknowledge that you are not relying on E-Line Ventures to review or modify any portion of the Service that you may find offensive or otherwise objectionable.

4. DEALINGS WITH Project Partners, Sponsors and Other Third Parties

4.1. You acknowledge and agree that the "real word" charitable and humanitarian projects that may be featured within the Service ("Projects") are conducted and sponsored by third parties over which E-Line Ventures has no control ("Project Hosts"). Project Hosts, and not E-Line Ventures, are solely responsible for Projects.

4.2. E-Line Ventures reserves sole discretion in determining which Projects and Project Hosts to support.

5. LINKS.

The Service or third parties using the Service may provide links to other websites or resources. You acknowledge and agree that E-Line Ventures is not responsible for the availability of such external sites or resources, and does not endorse and is not responsible or liable for any Content, advertising, products, or other materials on or available through such sites or resources. You further acknowledge and agree that E-Line Ventures shall not be responsible or liable, directly or indirectly, for any damage or loss caused or alleged to be caused by or in connection with use of or reliance on any such Content, goods, or services available on or through any such site or resource.

6. RESTRICTIONS.

You are responsible for all of your activity in connection with the Service. You may not: (i) post or transmit, or cause to be posted or transmitted, any communication or solicitation designed or intended to obtain password, account, or private information from any E-Line Ventures user; (ii) use any part of the Service to violate the security of any computer network, crack passwords or security encryption codes, transfer or store material that is deemed threatening or obscene, or engage in any kind of illegal activity; (iii) run Maillist, Listserv, any form of auto-responder, or spam on the Service, or any processes that run or are activated while you are not logged in; (iv) modify, translate, or otherwise create derivative works of any part of the Service; (v) decipher, decompile, disassemble, reverse engineer, or otherwise attempt to derive any source code, underlying ideas, or algorithms of any part of any Service, except to the limited extent applicable laws specifically prohibit such restriction; (vi) copy, rent, lease, distribute, or otherwise transfer any of the rights that you receive hereunder; or (vii) modify, publish, transmit, participate in the transfer or sale of, reproduce (except as provided in these Terms), create derivative works based on, distribute, perform, display, or in any way exploit any of the Content, software, materials, or Service in whole or in part.

7. WARRANTY DISCLAIMER.

7.1. E-Line Ventures has no special relationship with or fiduciary duty to you. You acknowledge that E-Line Ventures has no control over, and no duty to take any action regarding: which users gain access to the Service; what Content you access via the Service; what effects the Content may have on you; how you may interpret or use the Content; or what actions you may take as a result of having been exposed to the Content. You release E-Line Ventures from all liability for your having acquired or not acquired Content through the Service. The Service may contain, or direct you to sites containing, information that some people may find offensive or inappropriate. E-Line Ventures makes no representations concerning any content contained in or accessed through the Service, and E-Line Ventures will not be responsible or liable for the accuracy, copyright compliance, legality, or decency of material contained in or accessed through the Service.

7.2. THE SERVICE, CONTENT AND ANY SOFTWARE ARE PROVIDED ON AN "AS IS, AS AVAILABLE" BASIS, WITHOUT WARRANTIES OF ANY KIND, EITHER EXPRESS OR IMPLIED, INCLUDING, WITHOUT LIMITATION, IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR NON-INFRINGEMENT, OR THAT ACCESS TO THE SERVICE WILL BE UNINTERRUPTED OR ERROR-FREE.

7.3. SOME STATES DO NOT ALLOW LIMITATIONS ON HOW LONG AN IMPLIED WARRANTY LASTS, SO THE ABOVE LIMITATIONS MAY NOT APPLY TO YOU.

8. LIMITATION OF LIABILITY.

8.1. TO THE FULLEST EXTENT ALLOWED BY LAW, E-LINE VENTURES DISCLAIMS ANY LIABILITY OR RESPONSIBILITY FOR THE ACCURACY, RELIABILITY, AVAILABILITY, COMPLETENESS, LEGALITY, OR OPERABILITY OF THE MATERIAL OR SERVICE PROVIDED THROUGH THE SERVICE. BY USING THE SERVICE, YOU ACKNOWLEDGE THAT E-LINE VENTURES IS NOT RESPONSIBLE OR LIABLE FOR ANY HARM RESULTING FROM (1) USE OF THE SERVICE; (2) DOWNLOADING INFORMATION OBTAINED THROUGH THE SERVICE; (3) UNAUTHORIZED DISCLOSURE OF IMAGES, INFORMATION OR DATA THAT RESULTS FROM THE UPLOAD, DOWNLOAD, OR STORAGE OF CONTENT POSTED BY USERS; (4) THE TEMPORARY OR PERMANENT INABILITY

TO ACCESS OR RETRIEVE ANY USER CONTENT FROM THE SERVICE, INCLUDING, WITHOUT LIMITATION, HARM CAUSED BY VIRUSES, WORMS, TROJAN HORSES, OR ANY SIMILAR CONTAMINATION OR DESTRUCTIVE PROGRAM; (5) CONTENT POSTED IN ANY FORUM OR COMMUNITY AREA OF THE SITE; AND (6) UNAUTHORIZED DISCLOSURE OF IMAGES, INFORMATION, OR DATA THAT RESULTS FROM THE UPLOAD, DOWNLOAD, OR STORAGE OF POSTED CONTENT.

8.2. IN NO EVENT SHALL E-LINE VENTURES, ITS DIRECTORS, OFFICERS, SHAREHOLDERS, EMPLOYEES, OR MEMBERS BE LIABLE WITH RESPECT TO THE SITE OR THE SERVICE FOR (A) ANY INDIRECT, INCIDENTAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES OF ANY KIND WHATSOEVER; (B) DAMAGES FOR LOSS OF USE, PROFITS, DATA, IMAGES, USER CONTENT, OR OTHER INTANGIBLES; (C) DAMAGES FOR UNAUTHORIZED USE, NON-PERFORMANCE OF THE SITE, ERRORS, OR OMISSIONS; OR (D) DAMAGES RELATED TO DOWNLOADING OR POSTING CONTENT.

8.3. SOME STATES DO NOT ALLOW THE EXCLUSION OR LIMITATION OF INCIDENTAL OR CONSEQUENTIAL DAMAGES, SO THE ABOVE LIMITATIONS AND EXCLUSIONS MAY NOT APPLY TO USER.

9. INDEMNITY.

You will indemnify and hold E-Line Ventures, its directors, officers and employees harmless, including costs and attorneys' fees, from any claim or demand made by any third party due to or arising out of your access to and use of the Service, your violation of these Terms, or your infringement, or the infringement by any third party using your account, of any intellectual property or other right of any person or entity.

11. TERMINATION.

Either party may terminate the Service at any time by notifying the other party by any means. E-Line Ventures may also terminate or suspend any and all Service immediately, without prior notice or liability, if you breach any of the terms or conditions of these Terms. Any fees paid hereunder are non-refundable. Upon termination of your account, your right to access and use the Service and any Content (including without limitation any Virtual Currency and Virtual Goods) will immediately cease. All provisions of these Terms which by their nature should survive termination shall survive termination, including, without limitation, ownership provisions, warranty disclaimers, and limitations of liability.

12. COPYRIGHT INFRINGEMENT.

In the event that you believe that any of the Content or User Content infringes your copyright rights, please following the procedures posted on the Third Party Site and at support@ourcitygame.com with respect to any such infringement.

13. MISCELLANEOUS.

The failure of either party to exercise in any respect any right provided for herein shall not be deemed a waiver of any further rights hereunder. E-Line Ventures shall not be liable for any failure to perform its obligations hereunder where such failure results from any cause beyond E-Line Ventures' reasonable control, including, without limitation, mechanical, electronic, or communications failure or degradation. If any provision of these Terms is found to be unenforceable or invalid, that provision shall be limited or eliminated to the minimum extent necessary so that these Terms shall otherwise remain in full force and effect and enforceable. These Terms are not assignable, transferable, or sublicensable by you except with



E-Line Ventures' prior written consent. E-Line Ventures may transfer, assign, or delegate these Terms and rights and obligations hereunder without consent. These Terms shall be governed by and construed in accordance with the laws of the State of New York without regard to the conflict of laws provisions thereof. You agree not to commence or prosecute any action in connection therewith other than in the state and federal courts located in New York County, New York, and you hereby consent to, and waive all defenses of lack of personal jurisdiction and forum non conveniens with respect to, venue and jurisdiction in the state and federal courts located in New York County, New York. Both parties agree that these Terms (including the Privacy Policy) are the complete and exclusive statement of the mutual understanding of the parties and supersede and cancel all previous written and oral agreements, communications, and other understandings relating to the subject matter of these Terms. No agency, partnership, joint venture, or employment is created as a result of these Terms and you do not have any authority of any kind to bind E-Line Ventures in any respect whatsoever. Any notice to the Service that is required or permitted by these Terms shall be in writing and shall be deemed effective upon receipt, when sent by confirmed e-mail to support@ourcitygame.com or when delivered in person by nationally recognized overnight courier or mailed by first class, registered or certified mail, postage prepaid, to E-Line Ventures, with offices at 363 7th Avenue, 20th Floor, New York, NY, 10001, Attn: Legal Dept.