CIPR PROFESSIONAL PR DIPLOMA

COVER SHEET

UNIT 3: PR management, measurement and evaluation

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<td>The Zusha! campaign: A HIT or MISS!</td>
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<td>Management proposal</td>
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<td>Support research and feedback</td>
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Management proposal

Introduction

The World Health Organization (WHO) estimates that 1.25 million deaths globally are as a result of road accidents (www.who.int). WHO (2016,p.6) projects that by 2030, road accidents will be the 5th leading cause of death worldwide; killing more people than tuberculosis, HIV/AIDS and malaria combined!

The National Transport and Safety Authority (NTSA) in a report entitled Road Safety Report 2016/2017, states that an average 3,000 people die annually due to road accidents in Kenya and 57% of these fatalities are public service vehicles (PSVs) related.

Boulanger et al. (2009, p.3) argue that road safety campaigns can improve road user behaviour which is fundamental in reducing fatalities and injuries.

Over the years, Kenya has seen campaigns such as ‘Zusha!’ ‘Arrive alive’, ‘Don’t drink and drive’, ‘Speed kills’, ‘Save a thousand lives,’ ‘Toa sauti yako’, geared towards road safety.

This proposal seeks to critically analyze the Zusha! national road safety campaign which is a public awareness and education intervention initiative.

The background

In 2011, Georgetown University professors James Habyarimana and Billy Jack conducted a road safety intervention in Kenya dubbed Zusha! (Swahili word for ‘protest’). The initiative aimed at reducing road accidents involving PSVs. The intervention sought to promote action among the passengers, empowering them to challenge the driver to slow down and drive less recklessly whenever they felt unsafe. Stickers with messages aimed at motivating the passengers to protest against reckless drivers were placed in strategic points in the PSVs. Radio campaigns were rolled out.

Habyarimana and Jack (2011,p.1438) estimated that across the 8,797 PSVs involved in the research, 140 accidents were avoided, 55 lives were saved and insurance claims rates reduced by 25%. Their results suggested that actionable information delivered in a timely manner can be effective in improving the safety of PSV travel.

These promising results attracted funding of $2,990,570 from USAID to Georgetown University Initiative on Innovation, Development and Evaluation (gui2de), in collaboration with Digital
Divide Data Kenya (DDD), towards a more elaborate Zusha! campaign not only in Kenya but also in Tanzania, Uganda and Rwanda. The campaign ran from September 1, 2014 to August 31, 2017.

**PSVs in Kenya.**

**Justification**

Zusha! is the right campaign to evaluate for this study because it incorporates various aspects of professional public relations (PR) practice, covering the whole scope of PR and communication principles. The campaign has done its entire phase therefore the objectives are worthy to be measured. Zusha! did not use a PR agency and will therefore be evaluated as implemented by the campaign team.

**Objectives**

Georgetown University Initiative on Innovation, Development and Evaluation’s objectives as highlighted on [https://gui2de.georgetown.edu/](https://gui2de.georgetown.edu/) are:

1. To incubate and evaluate effective development solutions.
2. To conduct research to assess the impact and effectiveness of interventions and policies in developing countries.
3. To empower individuals in developing countries to improve their lives.

The overall goal of the Zusha! campaign was to reduce road accidents involving public service vehicles in Kenya by prompting passengers to speak up against reckless driving.
The specific campaign objectives (www.zusharoadsafety.org) for the three years of the project were:

1. To empower PSV passengers to speak up against reckless driving.
2. To place Zusha! safety stickers in every PSV in Kenya.
3. To raise awareness on Zusha! among Kenyans through multiple media platforms.
4. To collect feedback and disseminate results through stakeholder meetings in Kenya.

Pre-phase plan
As stated by Sarah Baran, Zusha! project manager, for successful implementation, gui2de and DDD proposed to secure support from insurance companies, government bodies, media and other potential partners. In Kenya, gui2de and DDD planned to implement Zusha! under the auspices of NTSA and the National Road Safety Trust (NRST) member organizations, namely, Safaricom Foundation and Media Owners Association, in partnership with Directline Assurance, the main PSV insurer.

The three main components of Zusha! were: the sticker intervention, a media campaign and stakeholder meetings. The targeted publics were PSV passengers, drivers and owners, PSV insurance companies, government, media, partners, general public and non-PSV users.

Mid-phase implementation
The campaign slogan was ‘Zusha! Speak up! Pamoja tuokoe maisha’ loosely translated to mean ‘protest, speak up, together let’s save lives.’

In the implementation phase, the campaign team managed to get support from NTSA, Directline, NRST, General Motors and Ma3Route. According to the project manager, the campaign hired two executive producers to draft content for the promotional video and musical and contracted a company to design the website www.zusharoadsafety.org and manage the social media pages.

Directline managed to secure a permit from the Betting, Licensing, and Control Board (BLCB) to run a lottery to encourage PSV drivers to place the stickers in their vehicles. After the official launch of Zusha! on May 15, 2015 in Nairobi, NTSA and Directline started distributing the Zusha! stickers.
PR activities

The stickers and billboards had evocative messages. The messaging (in English and Swahili) called out to the passengers to speak up. They contained phrases like ‘you have the power to slow down a reckless driver,’ ‘don’t let a reckless driver get away with murder,’ ‘don’t let a reckless driver take you to an early grave,’ ‘your voice is the key to a safer matatu ride. Don’t be afraid to use it,’ (www.zusharoadsafety.com). The images used were original and real. There were images of damaged PSVs after fatal accidents, protesting passengers in a PSV, a man protesting using a horn-speaker, a couple pointing a warning at a defensive PSV driver, tagged feet of a body in a morgue, among others.

The stickers
The billboards

The lottery

There seems to be little or no publicity around the lottery. However, the drivers were given fliers with the rules and awarding criteria as they collected the stickers from Directline agents.

The publicity posters for the lottery.

Media campaign

Zusha! and NTSA ran a six-week media campaign on television and radio. The advertisements ran from November 12, 2015 to January 8, 2016, during the Christmas holiday season. This was an appropriate period as it was a high season for travel among Kenyans.

On radio, there were 18 spots running for 30 seconds of the Zusha! advertisement playing on nine radio stations during the campaign period.

On television, the team engaged five stations to broadcast 30 seconds, 15-seconds and 10-seconds Zusha! advertisements (www.zusharoadsafety.com).

Zusha! had a robust digital campaign with support from Ma3Route. On social media, the campaign ran promotional activities, asked Kenyans to report reckless drivers, share their life stories and led discussions on enhancing road safety.

Stakeholder meetings
Stakeholder meetings were held in Kenya and Tanzania in December 2014 and March 2015. The regional stakeholder meeting was held in March 2015 in Tanzania.

Resources
In terms of human resource, Zusha! hired a project manager, project assistant, accountant and summer interns. Two executive producers were contracted to develop the video and a company was engaged to develop and manage the website and social media pages. Zusha! also received staff support from Directline.

The total budgetary allocation for Kenya was $798,060. The expenditure was as follows:
### Summative phase

As supported by the research conducted, PSV passengers have been more emboldened to speak up against reckless drivers. *Zusha!* has influenced a change in behaviour and attitude among most of the drivers who are now taking it upon themselves to drive carefully, even in the absence of passengers’ complaints. Over 215,000 stickers were produced and distributed to over 21,497 PSVs.

The rate of road-accident-related insurance claims has reduced. This is backed up by NTSA’s 2016/2017 report in which there is a 10% reduction in road fatalities. However, this results cannot be fully credited to *Zusha!* The stakeholder meetings brought on board more partners and also influenced the launch of other road safety initiatives in the country. It is hoped that these partners will adopt the *Zusha!* model.

### Ethics

Some ethical professional practices by *Zusha!* include:

1. Ensuring that the lottery was ran under license and observation of BCLB.
2. Providing the terms and condition of the lottery online.
3. Training the Directline staff on the *Zusha!* intervention.
4. Providing information on the lottery to the participants and announcing the winners.
5. Adhering to the procurement processes of the different stakeholders.

### Table

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Video production</td>
<td>$150,150</td>
</tr>
<tr>
<td>2  PR campaign</td>
<td></td>
</tr>
<tr>
<td>• Web design and maintenance</td>
<td>$5,000</td>
</tr>
<tr>
<td>• Billboards</td>
<td>$10,000</td>
</tr>
<tr>
<td>• Radio advertising</td>
<td>$18,000</td>
</tr>
<tr>
<td>3  Sticker promotion</td>
<td>$270,000</td>
</tr>
<tr>
<td>4  Business case development</td>
<td>$60,000</td>
</tr>
<tr>
<td>5  Operating costs</td>
<td>$284,910</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>$798,060</strong></td>
</tr>
</tbody>
</table>
6. Placing Zusha! job advertisements for interested publics to apply.
7. Signing agreements with the partners hence legitimizing the partnerships.

**Unethical practices**
1. There seems to be little or no publicity around the lottery being run by Directline in the public domain.
2. Some of the campaign photos used were mentally disturbing. For example the feet with a tag in the morgue and the covered up dead body on the road.

**Social-cultural issues**
In the past, the social norm dictated that passengers do not question the drivers and complaining was not an option. It was assumed that if you want to be comfortable in a PSV, then buy your own car. However, Zusha! has upset this norm and now passengers understand and appreciate their right to speak up.
In Kenya, it is considered to be lack of discipline when a young person protests against their elders. This was a major hindrance for Zusha! especially in the rural areas. Zusha! recommended that you do not have to be rude when protesting, however this is ironical in every way.
The PSV industry is 97% male dominated. The general opinion is that, PSV crew are rude and often gang up against customers. There have been media reports of PSV crew harassing passengers. This easily discourages passengers especially females from protesting against reckless drivers lest they are attacked by the crew.

**Critical analysis**
In my view, the campaign slogan ‘Zusha! Speak up! Pamoja tuokoe maisha’ was a good choice of wording as it clearly qualified the campaign title ‘Zusha!’
The campaign objectives were not SMART (specific, measurable, achievable, realistic, timely). They were not specific or measurable. The objectives needed to be aligned to the PR outcomes for them to be SMART. For example, none of the objectives focused on return on investment.
Being an important aspect in PR campaigns, the messages should capture the public’s attention and motivate them to adopt a safe behaviour (Wundersitz et al. 2010, p.59). The Zusha!
messages were clear, direct and action oriented, in line with the overall campaign goal. However, they were weak as they did not fully deliver on the campaign objectives. The images used on the stickers and billboards were ‘real’ enough to ‘terrify’ passengers to speak up when being driven badly and prompt a reckless driver to think twice about his actions and be more careful.

The key stakeholders in the campaign were the PSV passengers. However, stakeholder mapping was weak as the stakeholders were not prioritized and segmented.

The budget allocation for the PR campaign was on the extreme lower side. Zusha! resulted to seek partner support for the media campaign, neglecting the important role PR plays in a campaign. Despite having a PR component, there was no PR agency involved in the campaign and the team did not have a PR professional. This could have contributed to the low media publicity of the campaign. The use of caricature in the video did not auger well with the real life situation.

**Benchmark for measurement**

The table below explains the evaluation tools used in measuring the campaign objectives as guided by PR outcomes.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key performance indicators</th>
<th>Questionnaires</th>
<th>Interviews</th>
<th>Social media content analysis</th>
<th>Focus group discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td>To empower PSV passengers to speak up against reckless driving.</td>
<td>More protests from PSV passengers</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Safer driving</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To place Zusha! safety stickers in every PSV in Kenya.</td>
<td>Increase in awareness</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise awareness on Zusha! among Kenyans through multiple media platforms.</td>
<td>Change in attitude</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Increase in awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To collect feedback and disseminate results through stakeholder meetings in Kenya.</td>
<td>Stakeholder engagement</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td></td>
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</table>

**Evaluation tools**
Recommendations for improvement

Zusha! should adjust its PR budget to accommodate the entire PR process and engage a PR professional or agency. To increase awareness among the target group, Zusha! can further segment the stakeholders into primary and secondary. Zusha! should include specific messages for the secondary stakeholders to influence the primary stakeholder’s behaviour and attitude towards reckless driving.

Media coverage must be enhanced by engaging the media more through press briefings, media interviews, throughout the campaign period. A media partner can be brought on board.

The PR campaign objectives must be revised to be SMART. To achieve this, an in-depth situational analysis can be conducted and a baseline drawn from the evidence. This will not only enhance the PR campaign strategy but also realize the desired PR outcomes. The PR activities and tactics will reflect Zusha!’s overall objectives and strategy.

The campaign should have included a sustainability element for continuous improvement. They should secure government support and endorsement.

Conclusion

Despite not having SMART objectives, the campaign was well implemented and managed. It would be good to see an improved version Zusha! in future

Word count- 2,196
Supporting review

Literature review

Delhomme et al. (2009, p.2), define road safety campaigns as purposeful attempts to persuade, educate, inform and motivate a population to change its behaviours and attitudes to improve road safety, using organized communications involving specific media channels within a given time period.

Research by Hoekstra and Wegman (2011, p.82), Witte and Allen (2000, p.616), Peden et al. (2004, p.8), shows that most road safety campaigns seek to positively change the behaviour and attitude of road users. These researchers conclude that effective campaigns go beyond mass media campaigns, use local situations and are personally directed.

Elvik et al. (2009, p.7) argue that for road safety, the effects of mass media campaigns alone are small. Swann (2010, p.54) recommends that campaigns should be combined with other strategies. Research on the effectiveness of the Zusha! campaign shows that the sticker intervention had a greater impact in motivating passengers to speak up than the media campaigns. A WHO report by Peden et al. (2004, p.3) concluded that road safety campaigns when used with law enforcement influences behaviour.

Witte and Allen (2000, p.612) and Carey et al. (2013, p.1) recommend ‘fear appeals’ as a campaign strategy. They argue that fear will arouse the target audience, making them more motivated to accept the message and recommendations presented in a campaign. However, Hoekstra and Wegman (2011 p.83) write that for ‘fear appeals’ to be effective, the campaign should give the audience solutions.

The publics

Delhomme et al. (2009, p.6) state that depending on the road safety problem being addressed, the targeted publics may be the whole population or a specific target group.
The theory

The situational theory is the most suitable theory to review the campaign. The theory propagates that publics react to a situation when it directly affects them and that they can make a difference (Grunig cited in Macnamara 2012,p.171). Based on Dewey, Grunig argues that situational theory has three variables:

1. People must recognize that the problem affects them personally.
2. People must see that they can do something about the issue.
3. People must care about resolving the issue.

As a result, three types of publics arise:

1. Active publics: those who do something about the problem
2. Latent publics: those who face the problem but do not recognize it as a problem. They have potential to become active.
3. Passive publics: those who recognize the problem but do not care about it.

The situation in Zusha! is that reckless driving endangers lives; but they can speak up and challenge PSV drivers to drive safely.
The model

Macnamara (2012, p.332) and Theaker (2012, p.47) write that PR models identify the need to have a systematic collection and analysis of data before planning or implementing any PR activity.

The pyramid model of PR research (Macnamara 2012, p.337) is applicable in evaluating the effectiveness of Zusha!

The model incorporates the input, output and outcome in the communication process Macnamara, cited in Watson and Noble (2007, p.84). It includes a detailed list of methodologies for formative and summative research. This model is appropriate for this research as it encourages pre-testing and post-testing of campaign messages for effectiveness.

![Pyramid model of PR research](image_url)
Methodology
According to Cutlip, Center and Broom cited in Watson and Noble (2007,p.53) research is the foundation for effective PR.
Noble and Watson (2007,p.59) citing Broom and Dozier, argue that when assessing the effectiveness of a PR campaign, the outcomes as stated in the campaign’s objectives must be examined. They propose that a campaign’s outcomes can be divided into three categories: change in behaviour, increased awareness and understanding among the audience and change in opinions and attitudes.
To measure the Zusha! objectives, a mix methodology from a qualitative research approach was used. 101 questionnaires and two focus group discussions with PSV drivers and passengers was used to measure the impact of the campaign on their knowledge, attitudes and behaviour. Their exposure to and recall of the campaign was also evaluated. The research sought the views of four senior level managers from Zusha!, NTSA, Directline and Ma3Route.
Through an elaborate social media content analysis code sheet, data was collected from Zusha!, NTSA and Ma3Route Facebook and Twitter pages using the words #Zusha! and #ZushaLeo.

Research findings
The survey
93.1% of the respondents having ever heard of Zusha! 91.1% have seen the Zusha! stickers in PSVs. 14.9% have seen TV adverts, 11.9% social media, 10.9% billboards and online and 5% radio.
When asked what the campaign was about, 67 out of 93 respondents mentioned ‘reckless driving.’ This was accompanied by words such as ‘speak up,’ ‘report,’ ‘speak against,’ ‘raise alarm,’ and ‘complain.’ Other responses were ‘careless driving,’ ‘safe driving,’ ‘passenger rights,’ and ‘reduce road accidents.’
89% remember the stickers in PSVs with a few describing what they recall about them. 36% commented on the messaging while 73% described the photos used.
86.1% do not recall the Zusha! jingle/musical. Only 4% recall it. The participants were asked to mention a line in the musical. 15 responses were received with 4 getting a few words correctly. Two mentioned ‘zusha zusha ongea’ and two others wrote ‘zusha speak up ongea.’ 61.3% felt that the campaign had a relevant message, 60.2% thought that it was addressing a relevant issue and 45.2% liked the sticker intervention. The video and radio messages appealed to 4.3% and 2.2% of the respondents.

77.7% felt emboldened to speak up after being exposed to the campaign. 63.4% have ever protested against a reckless driver. 79% of the protesting respondents are male. From the 36.6% who have never protested, 67% are female. Some of the reasons they gave for protesting include reckless and careless driving, over speeding, fear of dying, fear of being involved in an accident and feeling unsafe. In reaction to the protests, 19 drivers slowed down, 3 apologized and
listened, 14 were arrogant and ignored, 12 ignored and were rude, 32 quietly ignored, 13 adhered to the complaint and 2 ignored and were beaten up by the passengers.

When asked if they felt that the driver drove safer after protesting, 40.6% said yes while 21.9% said they improved. 6.3% said it became worse and 14.1% indicated that there was no change.

56.1% indicated that the other passengers joined them in the protests against the drivers with 31.8% looking concerned but said nothing.

From the 59 respondents who were ignored by the driver, 26 did nothing about it while 16 persisted until the driver obliged, 9 alighted from the PSV and 2 reported the driver to the police.

In measuring the effects of Zusha! on motivating passenger to speak up, 39.7% indicated that the campaign to a great extent gave them the confidence while 30.8% were neutral and 24.4% said to a little extent. 59.4% are very likely to speak up in the future if they encounter reckless driving while 26.7% are likely.

**Social media content analysis**

The data collected shows that the discussions on social media on Zusha! revolved around different issues.

a. **Encouraging posts**

A total of 92 posts of Kenyans encouraging one another to speak up were recorded. Some of the posts were accompanied by photos of accident scenes and reminding passengers to speak up against reckless drivers. A few of the posts borrowed the words on the Zusha! stickers.
Zusha! and Ma3Route were active posting messages of encouragement to Kenyans to speak up. Some of these posts became conversations on social media.

23 posts were recorded encouraging passengers to join fellow passengers in protesting against rogue drivers. One called on Zusha! and Ma3Route to encourage other passengers to support those who speak up. @jsoldierz gave an incident where he was scared when someone protested against a driver who was on phone while behind the wheel and no one backed him up. @njuguna254 tweeted of an incidence where he protested and was told by passengers that he is proud and should instead use his own car instead of riding in a PSV.
b. Reporting reckless drivers

37 posts were recorded of Kenyans reporting reckless drivers. 22 of the posts were made by people not in the PSV. Highlighted below is a post by @wambuimugo of a lunatic driver on the road and @mwenes and @TTWaiyaki reported dangerous driving.
There were discussions led by Ma3Route and Zusha! on road safety. The screenshots below are some questions @ma3Route asked on sector reforms for PSVs and how road safety can be enhanced.

c. Sharing life stories

Keyans were encouraged to share their life stories on road accidents. @villamusings shared his story on how he overlooked the fact that the driver in the PSV he was in was drunk, a choice he regrets to date as they were involved in an accident that costed him both his legs.

d. Promotional activities

Zusha! ran promotional activities on social media such as the essay competition, ‘selfie with a Zusha! sticker’, ‘spot a billboard and share the photo’ and ‘share your Zusha! moment.’
Focus group discussions

All 13 PSV drivers in the focus group discussions had heard of Zusha! and had seen the stickers in PSVs. Majority still have the stickers in their vehicles with a negligible few explaining that their current vehicles did not have them. In trying to measure their comprehension of the campaign, most of them said that the campaign was about passengers protesting against them. Upon playing the Zusha! video clip, 4 drivers felt nothing. 3 said that their actions and decisions while behind the wheel could save lives. 6 felt that the advert communicated the message well. Only 4 of the drivers have had passengers speak up against their driving. They were quick to say that they listened and complied. One was reported to the police for reckless driving, however, no charges was filed against him. There was a general agreement that PSVs are known for breaking traffic rules as they try to beat the traffic jams and meet the set income targets for the day.

The 15 PSV passengers in the discussions are frequent users of PSVs. There was a general agreement that using PSVs is not an enjoyable experience. Most described the crew as arrogant and ‘rough.’ All the participants had heard of Zusha! and seen the stickers in PSVs. 2 have initiated protests against reckless drivers, while 9 joined the protests after someone else spoke up. The female participants revealed that they were scared of speaking up for fear of victimization. There was a general feeling that the campaign was not well publicized.

Interviews

The Zusha! project manager revealed that the campaign objectives were met. Among the challenges faced include pulling out of some partners and funding. The team is yet to measure the level of awareness on Zusha! among the PSV users.
The Directline’s development manager, explained that its role in the campaign was to print and distribute the stickers to PSV owners and run the weekly lottery. Noting that the campaign was a noble initiative, the manager revealed that they had recorded a significant reduction on insurance claims. Though hesitant to quote the figures, she labeled Zusha! as an ‘effective’ road safety campaign.

According to NTSA’s corporate communications manager, the sticker intervention is a good initiative as it prompts immediate action from passengers before an accident occurs. She revealed that NTSA is keen on Zusha!, thus vehicle inspection approval is only granted to PSVs with stickers. The manager admitted that even though Zusha! did not have a ‘grand’ PR plan due to limited funds, the message was effective.

According to Laban Okune, the Founder, Ma3Route, the organization was to incorporate the Zusha! option in the Ma3Route mobile application and draw reports on the driving complaints reported [https://www.ma3route.com/driving-reports](https://www.ma3route.com/driving-reports). Ma3Route successfully created awareness on the campaign through its website [https://www.ma3route.com](https://www.ma3route.com), Facebook and Twitter pages and the mobile app [https://play.google.com/store/apps/details?id=com.okune.findit](https://play.google.com/store/apps/details?id=com.okune.findit).

**Expert opinion**

With over 22 years experience in running PR campaigns for various organizations in Kenya, PR practitioner Mureithi Muriuki, gives Zusha! a pass for PR effectiveness in management. Muriuki notes that Zusha! had a poor PR plan and did not create a buzz throughout the campaign period. He notes that it is difficult to solely determine the PR outcomes realized.

**Critical analysis**

From the research findings, the campaign strategies were implemented but it is difficult to determine the level of which the objectives were met. The PR outcomes of increased awareness and change in behaviour and attitude were somewhat realized based on the research data collected. The media campaign was not as effective as the stickers in communicating the message. The use of social media was a good strategy as it created the much needed hype.
**Recommendations**

*Zusha!* should employ PR strategies that will increase awareness, change behaviour and attitude among the primary stakeholders. *Zusha!* needs to develop a more comprehensive PR plan that will increase the publicity around the campaign. The PR plan can be integrated with other activities such as legislation, enforcement and education. The *Zusha!* messages and the jingle need to be custom made to suit the various stakeholders.

**Conclusion**

The research findings show that the campaign was not as effective as it should have been. When measured against the outputs, the PR outcomes were not effectively met. However, *Zusha!* did motivate and embolden PSV passengers to speak up.

Word count- 2,196
References


‘Zusha! campaign overview’, *Zusha Road Safety*, available: [www.zusharoadsafety.org](http://www.zusharoadsafety.org) [accessed 18 September 2017].

Questionnaire

This is a questionnaire for an academic study the Zusha! campaign in Kenya. Your consent and participation is highly appreciated. Your answers will be held in utmost confidentiality and used only for the purpose of this study. Thank you for taking time to fill in this questionnaire.

1. Your age bracket
   [ ] 18-28 years  [ ] 29-38 years  [ ] 39-48 years  [ ] 49 years and above

2. Gender
   [ ] Female  [ ] Male

3. How often do you use public service vehicles (PSVs)? (Tick where appropriate)
   [ ] Daily  [ ] One to three times a week  [ ] One to three times a month  [ ] Never

4. Have you ever heard of the Zusha! campaign?
   [ ] Yes  [ ] No
   a. If yes, in which medium? (You can tick more than one)
      [ ] Newspaper advert  [ ] Newspaper story  [ ] TV advert
      [ ] Sticker in a PSV  [ ] Billboards  [ ] Online
      [ ] TV news  [ ] Radio advert  [ ] Social media
      Other (specify) ____________________________

5. What was the Zusha! campaign about?
   _______________________________________

6. What do you remember about the Zusha! campaign?
   _______________________________________

7. Do you remember the Zusha! jingle/musical? [ ] Yes  [ ] No
   a. If yes, please mention a line in the musical jingle/musical
      _______________________________________

8. What did you like about the campaign? (You can tick more than one)
   o It was appealing
   o It had a relevant message
   o The video
   o The sticker intervention
   o The jingle/musical
   o The appealing messages
   o It was addressing a relevant issue
9. After being exposed to the Zusha! campaign, did you feel embolden to speak up against reckless driving?  [ ] Yes  [ ] No

10. Have you ever protested against a reckless PSV driver?  [ ] Yes  [ ] No

   If yes,
   a. What prompted you to speak up?
      _______________________________________________________________________
   
   b. How did the driver react?
      _______________________________________________________________________
   
   c. Did you feel that he drove safer after that?  [ ] Yes  [ ] No
   
   d. How did the other passengers react? (Tick where appropriate)
      o Indifferent
      o Joined me in the protest
      o Looked concerned but said nothing
      o Encouraged me to continue protesting
      o Commended me
   
   e. If the driver ignored you, what did you do?
      _______________________________________________________________________
   
   f. To what extent did Zusha! give you the confidence and motivation to speak up?
      o To no extent at all
      o To a little extent
      o Neutral
      o To a great extent
      o To a very great extent

11. In the future if you encounter reckless driving, how likely are you to speak up?
   o Not likely at all
   o Least likely
   o Neutral
   o Likely
   o Very likely
Code Sheet: social media content analysis for the Zusha! campaign

Name of the commenter: ____________________________________

<table>
<thead>
<tr>
<th>Variables</th>
<th>Twitter</th>
<th>Facebook</th>
</tr>
</thead>
</table>
| 1 Zusha! post made to | o @ma3route  
o @zusharoadsafety  
o @ntsa_kenya | o @Ma3Route  
o @Zusharoadsafety.org  
o @ntsamedia |
| 2 Date of post | | |
| 3 Time of post | | |
| 4 Nature of post (copy and paste the post) | | |
| 5 Is there an image or a video? | o Yes  
o No | o Yes  
o No |
| 6 Response from the social page administrator (copy and paste response) | | |
| 7 Number of interactions/engagements (24 hours after posting) | Replies _________  
Retweets _________  
Favourites _________ | Likes _________  
Comments _________  
Shares _________ |
**Focus group discussions - PSV drivers**

1. Introductions (name, age, number of years behind the wheel)
2. Have you ever been involved in a road accident in the last 5 years?
3. Have you heard of Zusha!?
4. Do you have a Zusha! sticker in your vehicle?
   
   *Play a video clip of the Zusha! campaign advert, ZushaLeo.*
5. What feelings come to you after viewing the advert?
6. Have you had a passenger(s) speak up against your driving?
7. Have you ever undergone any training or sensitization on road safety?

**Focus group discussions- PSV passengers**

1. Introductions (name, age)
2. How often do you use a public service vehicle (PSV)?
3. What is your experience ridding in a PSV?
4. Have you heard about Zusha!?
   
   *Play a video clip of the Zusha! campaign advert, ZushaLeo*
5. Have you seen Zusha! stickers in PSVs?
6. Where else have you seen or heard about Zusha!?
7. What do you remember about the Zusha! campaign publicity? Do you remember the Zusha! jingle?
8. Have you ever protested against a reckless PSV driver?
   
   If yes,
   a. How did the driver react?
   b. Did he driver safer?
   c. How did the other passengers react?
   d. Do you feel Zusha! gave you the confidence and motivation to speak up?
9. What do you think would keep or hinder you from speaking up against reckless driving?
Interview guide - Directline Assurance

1. Your company was a strategic partner in the Zusha! campaign.
   a. What was your role?
   b. What prompted you to be part of the initiative?
2. Since the launch of the campaign, what significant changes have you recorded in terms of the number of PSV related road accidents and insurance claims?
3. What are some of the challenges you faced while playing your role in implementing the campaign?
4. In your view, how effective was the campaign?
5. Would you consider the campaign a success? Explain.
   a. What factors drove the success?

Interview guide - National Transport and Safety Authority (NTSA)

1. Your organization was a strategic partner in the Zusha! campaign.
   a. What was your role?
   b. What prompted you to be part of the initiative?
2. Since the launch of the campaign, what significant impact have you recorded?
3. Would you say that the campaign has been successful?
4. As a key player in the Zusha! campaign, how will you ensure the sustainability of the positive outcomes of this intervention?
5. In your plan, after passengers speak up against reckless drivers, what are they supposed to do next?
6. Do you have working reporting systems that Kenyans can use to report bad driving?
   a. Could you please highlight instances where such reports have been received and how NTSA acted on them.
7. Zusha! may not be enough to reduce road carnage caused by reckless driving. Are there other initiatives NTSA is involved in?
8. What are some of the challenges you faced while playing your role in implementing the campaign?
Interview guide - Zusha!

1. Congratulations on the implementation of the Zusha! campaign in Kenya. What were the specific campaign objectives?
   a. In your view, to what extent did you meet these objectives?

2. What are some of the challenges you faced during implementation?
   a. How did you mitigate these challenges?

3. Zusha! urges passengers to speak up against reckless drivers. Were you able to get information on the estimated number of cases passengers have done this. In addition, what was the follow up on such cases?

4. The campaign ended in September 2017. What measures have you put in place to ensure sustainability of the project?

5. In your view, how well was the campaign effectively implemented?
   a. Is there anything you would have done differently during the campaign?

Interview guide - Ma3Route

1. Your organization was a strategic partner in the Zusha! campaign.
   a. What was your role?
   b. What prompted you to be part of the initiative?

2. Ma3Route sent out quite a number of #ZushaLeo social media posts.
   a. What was the general reaction from your followers?
   b. Did you receive any reports from passengers who have protested?
   c. After a passenger has shared a protest on social media, how was Ma3Route meant to respond/act?

3. Ma3Route app is one of the popular apps for road users. What does the app do?
   a. What has been the general reception from the public?
   b. Were you able to implement Zusha! on it?

4. In your view, was the Zusha! campaign a success? Explain
Interview guide- the expert

1. What is your expert opinion on the Zusha! road safety campaign?
2. For a campaign to be said to be successful, what are the factors to be considered?
   a. Does Zusha! campaign meet this criteria?
3. Any recommendations for future road safety campaigns.