

COMMUNICATION STRATEGY

SEPTEMBER 2013

Version II | English

INTRODUCTION

Strategy main goals

This communication strategy from ProSAVANA results from a communication audit prepared with the Programme's coordination team, from the participation in meetings with the technical staff, and an analysis of information on ProSAVANA.

This document aims to set out a communication strategy that outlines the policies for ProSAVANA's communication with external stakeholders, and will present actions and tools that the programme can use to apply this very same strategy. It also aims to identify how the ProSAVANA-HQ manages the communication between the different projects and stakeholders, both national and international. Finally, it defines an estimated timetable that proposes dates for the activities implementation, between September 2013 and 2014.

It is intended that this communication strategy be a living document, by adding actions that one identifies as priorities and withdrawing others, depending on the progress of the project, its timings and external factors that may have an effect on the programme.

Some of the proposed communication tools require a specific budget, and they were put forward in view of their possible implementation.

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1. Analysis

1.1. ProSAVANA

ProSAVANA is a triangular Co-operation Programme aimed at the development and transmission of knowledge and technology from Japan and Brazil to Mozambique, to stimulate the country's agricultural potential, thus contributing to ensuring food security in Mozambique and the country's socio-economic development, with a focus on resident populations in the Nacala Corridor.

Furthermore, the three coordinators of the programme, the Ministry of Agriculture (MASA), Japanese International Cooperation Agency (JICA) and Brazilian Cooperation Agency (ABC) will draw together a Development Plan to be implemented in the 19 districts located in Nampula, Niassa and Zambezia, where the strategies and recommendations for the development of the impacted region will be outlined.

ProSAVANA has received great national and international attention from the different audiences, because it is expected that the programme will have great impact, not only in the country's future, but also internationally, due to the high productive potential of Mozambique.

The lack of a planned, systematic and clear communication about the programme's fundamentals and guidelines, and its evolution, has allowed the creation of many myths and ghosts that need to be unravel. This misinformation was essentially created based on misinterpretations of the available information and disseminated by national and international institutions (particularly from Brazil and Japan), following a political and economic agenda of countries with very different interests in Mozambique.

1.1. ProSAVANA SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Mozambique’s interest to improve its agricultural production capacity; • The coordinators great know-how; • Mozambique's strong agricultural potential; • Farmers' friendliness with the programme; • Programme in Mozambique coordinated by the Mozambican government; 	<ul style="list-style-type: none"> • Ignorance of the population of what ProSAVANA is; • Some bad experiences in the past which have caused some trauma; • Negative comparison with the Brazilian Cerrado;
Opportunities	Threats
<ul style="list-style-type: none"> • Improving food security and socio-economic conditions in the Nacala Corridor; • Improvement of the agricultural production conditions in Mozambique; • Integrated development of infrastructures in the Nacala Corridor; • Massive participation of the populations to the programme; 	<ul style="list-style-type: none"> • Non-compliance of the local communities to the programme; • Social upheavals orchestrated by civil society; • International civil society struggle can have political effects; • Political changes on any of the coordinating countries that disrupt the programme;

1.2. National context

ProSAVANA is part of the need identified by the Mozambican Government in the development of agriculture in the country, in order to ensure food security and the country's socio-economic development, through a modernization of Mozambique's agricultural techniques. Recent figures show that 70% of the Mozambican population lives in rural areas and of those, 95% get their livelihood from agriculture - the large majority are small farmers, who grow about 1 to 2 hectares. Many of these farmers live on subsistence agriculture, getting some income from the surpluses and occasional jobs they can find. Still, the agricultural sector has grown some 8% per year, and the wealth it produces is about 32% of Mozambique's GDP.

In this context, in 2006 began the process of developing the Strategic Plan for the Development of the Agricultural Sector (PEDSA), a document that defines the strategy and the focus for the development of agriculture in the country until 2019. Associated to PEDSA there is also the National Investment Plan for the Agriculture Sector (PNISA), which sets out a strategy to follow in view of increasing agricultural production, ensure food security and facilitate the access to the market, all within a sustainable strategy that contributes to strengthening the country.

It was then decided that, given the nature of the country and of its people, the operationalization of these plans would be made in six corridors of agricultural development: in the South, the Maputo and Limpopo corridors; in the Centre, the Beira and the Zambezia Valley; in the North of the country, the Pemba-Lichinga and Nacala corridors.

It was also defined by the state that one of the ways to accelerate the implementation of these plans is through cooperation with countries and institutions with extensive knowledge and experience in the development of agricultural technology, as well as international cooperation.

Given the agro-climatic similarities between the region of the Brazilian Cerrado, in which Brazil and Japan have partnered for many decades, and the Nacala Corridor, and the interest of all three parties to work towards the development of the region, it was agreed between the parties to develop ProSAVANA.

1.4. International context

For many years that Africa is referenced as a future world power in agricultural terms, which would be a solution to the problems of food security, malnutrition and development, experienced in several regions of this continent. At the same time, agricultural development - mostly untapped, with some notable exceptions, such as South Africa -, will have both direct positive effects for the lives and well-being of their populations, and a worldwide impact, creating a new market that allows balancing the scales of the world's food requirements.

This is where Mozambique is, and may, in addition to ensuring the development of its citizens' living conditions, strengthen economic development to reduce food imports and to be able to export a share of its production that is not consumed in the country, both in raw material or already processed. Thus, it will be possible to increase the personal income of its populations, either through the creation of new businesses, or access to paid employment, and contribute to the country's economic growth in a sustainable manner, and with a direct impact on people's lives.

From the international standpoint, the share of agricultural production that will be exported from Mozambique will contribute to the access of other countries to quality food, and will help strengthen the food supply in the world market, thereby contributing to the reduction of prices of food commodities, which have been registering an upward trend that worries governments all around the globe.

1.5. External communication

ProSAVANA owes its communication and external image problems to several reasons:

- Only recently there was a definition of what is ProSAVANA "brand";
- Process of defining what the programme actually is, and its real impacts is still on-going;
- Large differences among its stakeholders;
- Lack of mechanisms for external communication;
- Strong public interest in the programme - need to maintain the confidentiality of documents and on-going study processes until their final version;
- Interest groups that have political and economic gains with the end of ProSAVANA.

Therefore, the communication strategy will clearly identify which audiences to cover, their specific features, such as language, and then identify what actions and tools fit this profile.

Given the already identified reasons for which ProSAVANA external communication hasn't been working, it is believed that a constant communication, proactive and positive, that informs the stakeholders of what ProSAVANA really is, and what are its objectives, will have very positive results in its image, both national and international.

Another key factor is that the name and institution ProSAVANA are recent and, therefore, need to be reinforced, being subjugated under the institutional strength of the coordinating entities such as the Ministry of Agriculture, JICA or ABC. Thus, it is necessary to strengthen the brand and name ProSAVANA, so it begins to gain momentum, recognition and autonomy.

1.6. Internal communication

Like the external communication, ProSAVANA's internal communication is also penalized by the fact that the programme's institutional strength is still weak, and must be reinforced.

Throughout the audit, several weaknesses in communication were identified, between ProSAVANA's coordinators that integrate the HQ, between the coordinating entities and ProSAVANA-HQ, and between ProSAVANA-HQ and project's implementing entities. These weaknesses must be addressed with the utmost urgency in order to strengthen the interaction between the different parts, in order to avoid harming the programme's normal functioning and development.

It is essential to develop actions and tools that enhance the programme's internal communication between the parties mentioned aforesaid, in order to strengthen their connection with its stakeholders.

2. DESCRIPTION OF THE TARGET AUDIENCES

ProSAVANA has a large number of stakeholders and target audiences with whom it has to communicate, so that they are all informed about the development of the programme, thus reducing drastically the number of criticism and some misinformation that run on the programme.

ProSAVANA's audiences are the following:

2.1. Communities in the Nacala Corridor

This is ProSAVANA's main target audience, as these are communities that will be impacted the most by the development and application of ProSAVANA. Located throughout 19 districts in the provinces of Nampula, Zambezia and Niassa, populations need to be fully informed about the development of the programme, how it will change their lives, and what they should do to take advantage of the opportunities that ProSAVANA will provide.

Population by district areas identified in the Master Plan

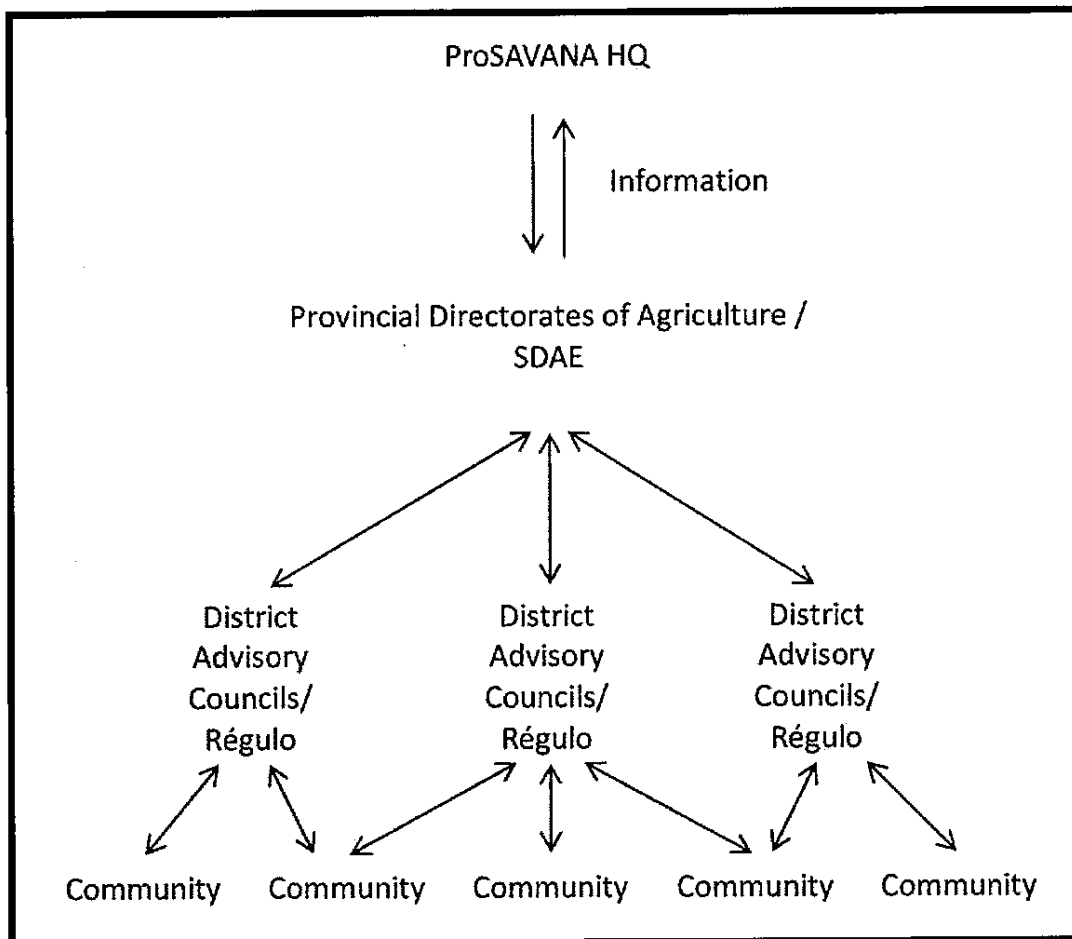
Area I	Area II	Area III	Area IV	Area V	Area VI
Monapo, Muecate, Mecuburi	Meconta, Mogovolas, Nampula, Murrupula	Ribaue, Lalaua, Malema, Alto-Molocue	Gurue (without Lioma Administrative Post)	Gurue (Lioma), Cuamba, Mecanhelas, Mandimba, Ngauma	Majune, Lichinga, Sanga
14,865 km ²	15,528 km ²	23,257 km ²	5,664 Km ²	18,106 km ²	29,581 km ²
620,935 inhab	1,461,633 inhab	804,265 inhab	350,830 inhab	663,004 inhab	386,753 inhab
42 inhab/km ²	94 inhab/km ² *	35 inhab/km ²	62 inhab/km ²	37 inhab/km ²	13 inhab/km ²

* The city of Nampula has a population density of 1.673 inhabitants per km²

The interaction with the local population is normally done through the official mechanisms, such as the Advisory Councils (of the District, Post and Town), but largely through the traditional social leaders, as is the case of the 'Régulos' or chiefs. Both entities have structures and hierarchies that may be used by ProSAVANA to communicate with the communities. It is only necessary to make sure that one can efficiently reach the top of these structures.

One must consider the communication with these entities through the government's services already implemented on the field, namely the Provincial Directorates of Agriculture and, at the district level, the District Services for Economic Activities (SDAE), whose presence in all districts may be used as a mean of communication to send messages and receive inputs on ProSAVANA.

Communication process with the Communities



Thus, since it is not possible that ProSAVANA assemble in all places, or in all administrative posts, it should seek to meet regularly with the Advisory Council of each District, also attended by the 'Régulo', in order to inform about the programme and to create a line of dialogue where they can manifest their concerns. It would be also interesting to get closer to the leaders of the different religions with most influence in the communities.

Another point of contact with the communities are the local farmers' associations, which can and should be informed about what ProSAVANA is, since is a way to clarify their associates and the communities where they live.

However, when transmitting messages which will then be transmitted orally, it is necessary to have extreme caution, because the message has to be very clear, so that it doesn't lose strength and veracity as it passes from person to person.

Additionally, one should prepare and equip the teams that are on the field for when they have direct contact with the communities, in order to make sure that the contact is productive and used with the purpose of improving the relations between the programme and its teams with the communities.

Communicate with these communities has multiple challenges, namely:

- Poor access to the media in the areas far from urban centres;
- Low population density, mainly in the districts located in the Niassa Province;
- Low literacy rate in some communities;
- Communities where is not possible to communicate in Portuguese, but only in EMakua, Yao and Lomwé
- Perceived manipulation by some of agencies of the civil society.

2.2. Mozambican society

Besides the communities directly impacted with the implementation of ProSAVANA there are the rest of the Mozambican population that will benefit from the programme either through the creation of direct and indirect jobs, the improvement of the quality of the food, or even the country's economic growth.

Overall, this population has little knowledge of what the programme actually does, and what are ProSAVANA real powers. This becomes even more serious when there are some attempts from the organized civil society to manipulate the Mozambican society, informing them with false data, which are then disseminated by the media that, like the rest of the population, still have very little information about ProSAVANA.

The Mozambican society has to be informed about ProSAVANA, what its goals are, how and when it will be implemented, and what impacts it could potentially have on their lives.

Mozambique is a Democratic State, so citizens and voters must be informed and enlightened, because the consequences may appear through reinforcement of the civil society that fights ProSAVANA or even in elections.

ProSAVANA must reach this audience mainly through the national media, and indirectly through their elected representatives, the Members of Parliament (MPs). These actions will be mainly developed in Maputo, where the national and most influential media is concentrated.

2.3. Japanese and Brazilian society

These audiences are important because they can influence government policies in their countries, creating pressure that can change the attitude and the commitments of the governments with ProSAVANA.

Thus, it is important to have monitoring of the media and civil society organizations, both in Brazil and in Japan, so that one can adjust the communication strategy in Mozambique, and in the media of those two countries. As a result, it will be possible to properly respond to the questions and criticisms that are made to the programme.

2.4. Organised civil society

The organized civil society has concerns that are based on previous experiences that occurred all over the world, in different types of projects, including in agriculture. Particularly in Mozambique, some situations poorly managed by implementing agencies created suspicions on larger projects, and allowed civil society to “assume”, generally speaking, that the programme will have negative impacts on local populations.

Some of the associations that criticize and fear ProSAVANA may be calmed when they have access to more complete and up-to-date information on the programme. Other have more financial and political objectives, thus the dialogue will have little or no effect.

The main concern with civil society should be farmers’ associations or communities, as these have a direct impact on the programme. The others, both national and international, have more information and knowledge, but only have the power to influence, not having a direct impact on the programme.

2.4.1. In Mozambique

Mozambican NGOs can and should be partners in the debate on how to best develop and implement ProSAVANA and its projects, given their knowledge of the country and

the implementation of projects. Nevertheless, it is necessary to find a common understanding and not be held hostage of their ideas and goals.

Their extensive contact networks in the communities and the media and the experience of some of their staff in social contestation actions should be taken into account, since their power of influence, if used against ProSAVANA, as has already happened, may have Negative effects.

2.4.2. International

However, the entities that feed the Mozambican organizations in the “fight” against ProSAVANA are international NGOs, with which the contacts are not impossible but more difficult. For this reason, these associations should be disregarded in the communication strategy, and one should invest instead in a stronger voice for ProSAVANA, more consistent and reliable than those NGOs.

The danger of such NGOs are: 1) they are professionals with contracts that follow financial and/ or political interests to pursue a cause, thus being almost impossible to dissuade them from their struggle; 2) access to academic experts with sufficient knowledge to create studies and to help shape public opinion, nationally and internationally; 3) ability to raise funds; 4) strong experience and knowledge in the “fight” for their interests, and influence public opinion and their target audiences in the countries of origin: Japan and Brazil.

Journalists should realize that when they give voice to these international players they are being manipulated and escaping the interest of Mozambicans.

2.5. Academic audiences

The academic audiences want, above all, visibility, and, apparently, there isn't a clear position for or against ProSAVANA, only vague considerations and attempts to sell their consulting services. However, it is important an approach to the academic world, since its respectability, and their relative influence, may be important to help communicate and explain ProSAVANA to the society.

From the students point of view, the communication with these is essential, since many of them, mostly from the Agronomy area, are likely to collaborate with projects related with ProSAVANA.

List of Universities / Polytechnics Schools / Institutes courses in the field of agronomy:

Nacala Corridor

- *Faculdade de Agricultura da Universidade Católica de Moçambique* (Faculty of Agriculture of the Catholic University of Mozambique), in Niassa;
- *Universidade Zambeze*, in Zambezia;

Other provinces

- *Faculdade de Agronomia e Engenharia Florestal da Universidade Eduardo Mondlane* (Faculty of Agronomy and Forestry of Eduardo Mondlane University);
- *Instituto Superior de Tecnologias e Gestão* (Institute of Technology and Management);
- *Faculdade de Agricultura da Universidade de São Tomás de Moçambique* (Faculty of Agriculture from the University of São Tomás of Mozambique);
- *Instituto Superior Politécnico de Manica* (Polytechnic Institute of Manica).

2.6. Governmental Entities from the Coordinating Countries

The governments, and the entities associated with them, lend great importance to this programme, given the opportunities that ProSAVANA can bring to the Mozambican agricultural development, and the innovation in terms of cooperation, from the standpoint of Brazil and Japan. For these reasons, the programme must succeed, in its development and implementation, so they are concerned about possible interferences that the misinformed civil society and the media may have throughout the programme.

Mozambique and Japan, in particular, express concerns in terms of the political impact that these events may have.

The way to secure and support the various governments in communicating ProSAVANA positively, either in Mozambique or abroad, is to make the communication with the national and international media work, so one should provide them enough information and data to counteract the misleading information that often arises in the media in Mozambique and abroad, like in Japan or Brazil.

2.7. ProSAVANA Coordinating Entities

The Coordinating Entities are responsible for presenting the results of ProSAVANA to their governments, so they must be fully informed of what is being developed by the programme. Additionally, since they are often required to talk about ProSAVANA, they must have this information updated in order to speak accurately and without making mistakes that could jeopardize the programme.

The requests for comments are coming from all over the world, with a focus on Mozambique, but also in Brazil and Japan, and the responses must follow a common line.

With the institutional strengthening of ProSAVANA, is expected that the programme will gain autonomy, and the media will then start to consult directly ProSAVANA's managers, instead of seeking the coordinating entities.

This information should also be used to inform the entities that have to respond.

2.8. Project's Implementing Entities

Like the coordinating entities, the implementing entities have also been questioned about the programme and its role in the development and implementation in Mozambique.

These issues arise mainly with the Brazilian and Japanese institutions, such as Embrapa or JICA, which also act as coordinator.

For these reasons, it is also relevant that the implementing entities are made aware of the need to, when questioned, just respond on the issues on which they act, always referring to ProSAVANA HQ any other questions. Simultaneously, they must receive updated public information on the programme, so that they can, within their project, know what they can communicate.

2.9. Media

Around the world, the media seeks, first, attractive news and preferably the angle that makes them sell newspapers: the angle that usually "sells" more is the negative one.

In general, the articles that have been published, either in Mozambique or abroad, are mainly provided by the civil society, so their perspective has been negative, uncomplimentary for ProSAVANA and even with misleading information.

Thus, it is essential that ProSAVANA takes the reins of the media agenda on the programme, becoming the main source of information on the topic.

2.9.1. National

The Mozambican national media show great interest for this programme that can change the landscape of the Nacala Corridor and the way agriculture is developed in the country. Furthermore, they have connected ProSAVANA to other megaprojects that are being developed in the country, which is untruthful. This is undermining the programme because the media is already conveying a message that 'everything will go wrong' even before it is designed and put into practice.

Their information sources on ProSAVANA are:

- The Government, which has communicated reactively to external attacks to the programme;
- Civil Society, which has an outlined proactive strategy to attack ProSAVANA, for the reasons already mentioned.

So, what we have seen in the media is that they follow an agenda on the topic that is being created by the civil society, looking afterwards for the government's statements to counter what was previously presented.

The regional presence of the media is not substantial, but there are exceptions, such as Notícias, Rádio de Moçambique, TVM, STV, Mediafax, without ruling out the newspapers that have online editions. However, few have editions in the local languages.

Notícias	TVM
O País	STV
Savana	TIM
A Verdade	Miramar
Domingo	Eco TV
Zambeze	RTP África
Canal de Moçambique	Rádio de Moçambique
MediaFax	Rádio Cidade
SOL	Rádio Miramar
Exame	Rádio Capital
Capital	Agência Lusa (Lusa News Agency)
AIM - Agência Informação de Moçambique (Mozambique News Agency)	

2.9.2. Regional

The regional media in Mozambique are composed essentially of Community Radios and electronic newspapers (fax or internet), all in local languages, and only the radios ensure a wider coverage. There are also two community televisions in Ribáue, Nampula Province, and Mandimba, Niassa Province.

These regional media are essential to communicate with the communities located in the districts where ProSAVANA will be implemented, because it reaches areas not covered by the national media, and also because they do not broadcast in the local languages.

The radio stations, in particular, have great relevance since they transmit oral messages that everyone can understand.

The community radio stations are divided into two groups: those belonging to the State and managed by the *Instituto de Comunicação Social* (Media Institute), and the private ones that are associated with the *Fórum Nacional das Rádios Comunitárias* (FORCOM) (National Forum of Community Radios).

Although it's possible to establish a direct contact with each of them, it will better to secure the support of SDAE, and also the DPA, to reach these radios because there is already a usual cooperation between these entities.

The approach to these radios, as well as to other media, should always be from an informational point of view, thus trying always to avoid paid advertisements. However, one should considering devoting a part of the communication budget to pay for the publication of advertisements in these media, if there is lack of responsiveness to publish news and information in these information spaces.

Niassa		
	District	Language
Radio Esperança	Lichinga	Yao
Rádio Comunitária da Cuamba	Cuamba	Yao
Rádio Comunitária Mira-Lago	Mecanhelas	Yao
Rádio Comunitária de Mandimba	Mandimba	Yao
Radio Comunitária de Sanga	Sanga	Yao
Radio Comunitária de Majune	Majune	Yao

Nampula		
	District	Language
Rádio Encontro	Nampula	EMakua
Rádio e Televisão Comunitária de Ribáuè	Ribáuè	EMakua
Rádio Comunitária de Monapo	Monapo	EMakua
Rádio Comunitária de Iuluti	Mogovolas	EMakua

Zambezia		
	District	Language
Rádio Comunitária de Gurue	Gurue	Lomwé
Rádio Comunitária do Alto Molócuè	Alto Molócuè	Lomwé

2.9.3. International

The information sources for the international media have been practically the same of the media in Mozambique, however, just differing in media interests in the topic:

- For some years, the agricultural potential of Mozambique is the subject of studies and analysis, so the media eventually hear about ProSAVANA when they start investigating on agriculture in the country;

Although sometimes the media have access to the issue ProSAVANA through some “complaint”, opinion article or study promoted by the civil society, they are quite interested and open to obtain the vision of the entity that is actually developing the process:

- It is advisable that the communication strategy also targets international media, not only the ones from Japan or Brazil, but others who have power to influence.

3. COMMUNICATION POLICIES

This communication strategy aims to answer all the challenges previously identified and it fits the profile of ProSAVANA’s main stakeholders.

3.1. Key messages proposals

ProSAVANA communication should be governed by the following key messages:

- ProSAVANA is a program that seeks food security and the social economic development of the communities;
- ProSAVANA will not manage land and its rights of use, having for that the Land Law and the Government”
- The government of Mozambique is responsible for the management of ProSAVANA
- All the ProSAVANA projects were All ProSAVANA projects were, are or will be the subject of public consultation at community, provincial and national level
- ProSAVANA aim is to promote agricultural and social development of the Nacala Corridor based on the empowerment of communities living there and of state institutions;
- It will be the Mozambican government to choose which companies or projects can be implemented in Nacala corridor
- The Nacala Corridor and ProSAVANA have more fundamental differences with the Brazilian Cerrado and the project developed than similarities ;
- ProSAVANA is not a mega-project.

3.2. Languages

ProSAVANA’s official language is Portuguese, although English is a commonly use language among the project teams and the different implementing entities. As external communication language, one should use Portuguese whenever possible, and English as a second language. However, for communication with the communities, one should focus on local languages.

Thus, based on information collected by ProSAVANA, one should use EMakua to communicate in the districts located in the provinces of Nampula and Niassa, with the

exception of those located in Lichinga plateau, where the predominant language is the Yao, and Lomwé in Zambezia.

Still, we consider necessary to consult all SDAE to confirm the communication language in its districts.

3.3. Official spokesperson

In face-to-face interviews, by e-mail or telephone, meetings with journalists, public presentations or other public events, the general director of ProSAVANA should be the figure representing the program. In the absence of this figure, the coordinator of ProSAVANA appointed by the Ministry of Agriculture of Mozambique should be privileged.

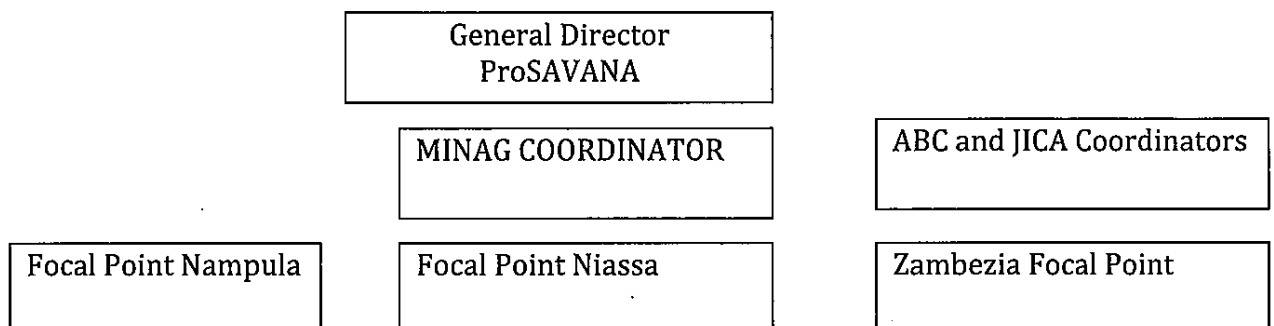
However, whenever necessary, the coordinators appointed by ABC and JICA may speak on behalf of ProSAVANA

It is advisable for the three coordinators to be trained in communication techniques so that they feel more comfortable in front of a journalist and, if necessary, in front of the television as well as in other public events.

It should also be considered whether the Mozambican government, specifically the Ministry of Agriculture, wishes to play a role as a spokesperson for the program. If so, the Ministry should receive weekly information, or whenever necessary - as before public interventions - so that their speech is fully aligned with that of the rest of the Program.

At the provincial level, focal points will also be spokespersons for the Program, which is why they should also receive training in communication techniques and receive up-to-date information. However, before any public communication, they should inform ProSAVANA – HQ

Official Spokespersons of ProSAVANA



3.4. Other spokespersons of the programme

It will be inevitable that other people talk about ProSAVANA, however, it is essential that they have full knowledge of which information they can share. Thus, one must secure that they continuously receive updated public information from the programme's coordinator.

Those entities that have provided opinions or have authority to speak on behalf of ProSAVANA are:

- Presidency of Mozambique;
- Government of the Republic of Mozambique;
- Provincial Directorates of Agriculture from Nampula, Niassa and Zambezia;
- Governors of the impacted provinces;
- Government of Japan;
- JICA;
- Government of Brazil;
- ABC
- Embassy of Brazil in Mozambique.

All other entities must ask for permission and information to talk about the programme.

It is desirable that no other entity speaks on behalf of ProSAVANA, although others may speak about ProSAVANA, as is the case of the implementing entities

It is advisable for ProSAVANA-HQ to sensitize all these institutions so that, whenever they are confronted with the need to talk about the Program, consult one of the coordinators in order to have the most up-to-date information and follow what is the wish of the speech and the messages to pass

3.5. ProSAVANA's communication channels

In ProSAVANA -HQ formal communication with external entities, it may be advisable to use more often ProSAVANA's e-mail: prosavana@prosavana.gov.mz so that the different coordinators are no longer seen as representatives of MINAG, JICA or ABC and start to be seen as ProSAVANA-HQ team. This is intended to secure that any coordinator can play a more active role with the implementing entities, regardless of their country.

Through this, the processes speed up and one strengthens the institutional image of the programme, internally and institutionally.

Additionally, it's necessary to ensure that coordinators always agree when any suggestion is given or comments are address, because only with this cohesive team work it will be possible to empower the brand ProSAVANA.

Whenever contacted by the media, by telephone, making a request for an interview, statements or information, any ProSAVANA coordinator should ask for an email with the request to be sent to his or her personal email and to comunicacao@prosavana.gov.mz. Thus, it will be possible to gain time to answer the questions, and to consult with the other coordinators the best way to reply.

If the contact is a request for interviews or statements to the radio or television, this procedure is to ensure that the journalist follows a pre-agreed script and the interviewee is well prepared for it.

4. COMMUNICATION PROPOSED ACTIONS

4.1. Actions to be developed in the Corridor Communities

The activities proposed hereafter are intended to have a direct impact on communities and ensure that these are properly informed of what ProSAVANA is, and have knowledge of what is being prepared in their district.

4.1.1. Establishment of a district network of collaborators

Since ProSAVANA is small programme in terms of personnel assigned full time, one should use the tools of the Government of Mozambique to create a closer relationship with the communities living in the districts impacted by ProSAVANA.

Thus, it is advisable to make the Government aware of the need to identify in each SDAE a person that becomes an extension of ProSAVANA in every district. In addition to his or her normal duties, this person will be responsible for bridging between ProSAVANA, the district and local authorities, as well as with the communitarian media, giving them the information that ProSAVANA HQ asks to convey, but will also be responsible for transmit to ProSAVANA HQ concerns of authorities and local populations.

After authorization of the Government of Mozambique and the identification of these persons that will collaborate with SDAE, the group should gather in a weekend, together with the directors of this District Services, for training on ProSAVANA. Members of the DPA and the Provincial Governments should also be invited to participate in the training.

After this training, the network of ProSAVANA's collaborators starts to receive information by email and phone, and one must guarantee that this person meets once a month with the District Advisory Board, in order to brief them on ProSAVANA and get their opinions on how the programme is progressing. Following these meetings, a report with the outcomes of the meeting related to ProSAVANA shall be prepared. Essentially, it should focus on: how members of the Advisory Board received the news on ProSAVANA, and if there are messages or concerns of the population with the programme.

Moreover, this network of collaborators will help in scheduling meetings at the district level and the preparation of field visits.

It is recommended that this contact with the Government be made straightaway, so that this network is operational before the end of 2013.

This is not a directly remunerated collaboration, these collaborators are being paid by the Mozambican government

Information that the network must communicate to the Advisory Councils:

- Visits or work to be completed in each district;
- Announcement of Results of ProSAVANA in each district;
- Distribution of the programme newsletter;
- Campaigns and other awareness raising activities;
- Other information deemed relevant.

4.1.2. Communication through community radios

Community radios are the media that most directly impact the communities in the districts included in ProSAVANA. Communication in these radios, previously identified, must be made in local languages.

Communication through these radios must have two formats:

Communication of relevant information - whenever there is an announcement that impacts a particular district, one must communicate it in the form a news report, namely:

- Announcements of fieldworks;
- Meetings at district level;
- Announcement of information campaigns and awareness raising activities;
- Other relevant information.

Awareness raising campaigns on what ProSAVANA is and its goals. These campaigns have to be in local languages and should be recorded by ProSAVANA, being subsequently distributed to the community radio stations, to be broadcasted. These campaigns may involve the purchase of advertising spaces, especially in private radio stations. As for the state own, managed by the *Instituto de Comunicação Social*, one must assess with the government whether is possible not to have costs.

The campaigns under point two should be based on the key messages set out above; basically explaining the objectives of ProSAVANA and what impact this will have on the lives of communities, always safeguarding their rights.

The disclosure of newsworthy information must be constant, following the strategy defined for the majority of the program.

As for the campaign, it should start as soon as possible, in order to inform the population, thus preventing misleading information made available by some civil society.

4.1.3. Meetings with the Provincial Directorates of Agriculture and Governors

It is advisable that ProSAVANA gathers with the Provincial Governors and DPA provided that it has something new and relevant to communicate or, if this is not the case, every six months.

As the Central Government that should always be informed about the developments of ProSAVANA, the provincial authorities should also know soundly, who are the programme's coordinators; must be informed about ProSAVANA's development and results; and have the opportunity to explain directly to their coordinators their views, opinions and concerns about the programme.

4.1.4. Presentation of ProSAVANA to the District Consultative Councils

The District Consultative Councils must have a good knowledge of what ProSAVANA is, its evolution, and the impact it will have in its district, because they are the entities that will be questioned by the populations. Hence, it is advisable that the programme's management bring together in the Advisory Board whenever there is any relevant piece of information to be presented - as is the case with the Development Plan – or, at least, once a year in order to provide an overview of the projects.

More meetings will be unnecessary if the network of collaborators becomes effective and they maintain constant contact with the district authorities.

4.1.5. Meetings with Religious Entities

Given the powerful influence that religious entities' leaders have on people, it is desirable to meet with them during the important moments of ProSAVANA. These authorities should be invited to the presentations of the Master Plan.

Far along, representatives of the different religions should also be a point of contact of the network of collaborators.

4.1.6. Public information sessions

This initiative must be taken for the communities in the Nacala Corridor and for the Mozambican society, since it is important that as many people as possible have first-hand information, and not through the media or someone else, about what is ProSAVANA. Furthermore, it is important to say that ProSAVANA gave the opportunity to all people hear the presentations and the discussions about the programme.

Thus, it is essential that all ProSAVANA's presentations and discussion processes have, at certain point, an open session, either at the district, ProSAVANA's provinces, or in Maputo.

These sessions should have a first part of presentations, and then another of Q&A (with a maximum limit of time or number of questions) so that people can air their concerns directly to ProSAVANA.

4.1.7. Educational theatres

One of the tools proven to be effective in communication with communities are theatrical performances that should aim at explaining what ProSAVANA is, and conveying knowledge to farmers, using local languages, dances and funny language, thus reaching the communities and farmers .

For the implementation of this action, it will be necessary to make a survey of the theatre groups in the country's Northern provinces and, together with them, develop a script that achieves ProSAVANA's communication goals with the communities.

One of the groups that can be contacted to execute this action is GTO- which have about 90 theater group in the country specialized in theater acitivity for school and community. For more information http://www.unicef.org/mozambique/pt/participa_463.html

4.1.8. Sessions in schools

Schools are also an essential place for the presentation and explanation of what ProSAVANA is and how it will create opportunities for the future of children. Initiatives with schools need be coordinated with the Ministry of Education, which is responsible for schools, and the Ministry of Agriculture, so that they can provide the staff needed to materialize the sessions, as well as the provinces and districts.

The sessions must follow the subsequent process

- Identification of one or two children in each district for children, aged between 10 and 13 years old;
- Preparation of presentations and a booklet on ProSAVANA, basically with the information transformed into drawings, and with accessible language. Since we are talking about state schools, one can use the Portuguese language;
- Organization of three teams, so that each collaborator can go to a district per day, and must have an aptitude to talk with children;

- Sessions in schools, for the maximum number of children, with the programme's mascot, and, besides the booklets, one can distribute ProSAVANA's board games or cookery books (see Communication Tools);
- ProSAVANA's Mascot can be used to raise awareness and create affinities with the children, so that they better convey the message.

This awareness campaign in schools happens once a year, changing the target schools from one year to another.

4.1.9. Communication in agricultural fairs

Agricultural fairs have always been the main warehouses for the sale of goods, and so ProSAVANA can use them to communicate directly with farmers and extensionists in these spaces.

Creating a ProSAVANA space, or being present in areas of the Ministry of Agriculture in the main provincial and district fairs, as are the *Dia do Produtor* (Producer Day) and the *Dia de Campo* (Countryside Day), respectively, one can communicate directly with the programme's target audience.

In a first stage, one can simply communicate ProSAVANA, but in a second these spaces can be a good place for the diffusion of knowledge and technology, and is also a place where farmers can clarify their doubts.

4.1.10. Communication via mobile text messaging

ProSAVANA can create a network of communication with communities and with farmers via mobile phone, having as objectives the promotion of ProSAVANA, the communication of actions and campaigns that take place in the field, and finally, the transmission of knowledge.

The process, however, would have to start manually and individually: as there is no contact lists from mobile phones divided by villages or districts, it is necessary to create teams at district level that can collect the numbers house-by-house. Another way to do this survey is through meetings and gatherings with the communities. These contacts would then be organized by district and activity: farmers on one side, other members of the community on the other. Thus, it is possible to segment the information by target groups.

This diffusion of information would be coordinated by ProSAVANA-HQ, and it may, over time, be transferred to the Ministry of Agriculture.

Through the mobile text messaging, besides the promotional activities of ProSAVANA, one could:

- Report prices of different products in the several districts, so that the farmer can choose the market where he or she will sell the product;
- Advertise agricultural fairs;
- Communicate the organization of training activities or transfer of technology;
- Advise on best dates for planting or sowing;

4.1.11. Inauguration of projects

When appropriate, inauguration events or “laying the first stone” of a project should be organized, in order to show the actions that are already being developed by ProSAVANA. The construction of the laboratory in Nampula is an example of such work.

These inaugurations should, if possible, count with the presence of the President or Prime Minister, and Minister of Agriculture, making these occasions more solemn and ensuring they have strong media coverage.

With the presence of coordinating entities, all the Province authorities linked to ProSAVANA should be invited. The three coordinating entities should make a small speech and, together, they will launch the works.

Before the inauguration, one must follow the local precepts and traditions, ensuring the offerings. This must be treated with the *Régulo* responsible for that region.

These events must have media coverage, so it's necessary to invite journalists from Maputo to accompany the delegation. It would be a good opportunity to give them information on ProSAVANA.

4.2. Actions to be developed with the Mozambican society

The most effective way to impact the Mozambicans is communicating through the national media. Nevertheless, to maximize this form of communication, it is important to be effective in what is conveyed. Another action that must be developed is the communication in some universities, especially those focused on agronomy.

4.2.1. Activities in universities and professional training institutes

ProSAVANA should identify universities or technical schools with courses in agronomy and economy, especially in the provinces of Nampula, Niassa and Zambezia, but also in Maputo, and implement actions that will not only help to understand what ProSAVANA is, but also to train professionals for the agricultural sector.

In this chapter, it can be divided by areas of knowledge and interest of ProSAVANA because the various projects and business areas can be enhanced with different academic audiences.

Thus, one can divide the approaches among potential extensionists and economists, who can perceive the economic potential of the agricultural development in the country. The potential extensionists will be more influenced by the Extension Plan Models, while economists are more interested in development models included in the Master Plan. One should bear in mind that the Research Plan is relevant to researchers, agronomists and other technicians.

Another target audience could be the sciences students, in particular biology.

4.2.1.1. Debates in Universities

Correspondingly, one can develop awareness raising sessions and debates on ProSAVANA, explaining what the program is and its impact on the future of agricultural production in Mozambique.

These sessions and discussions would count with the presence of ProSAVANA technical teams, and also the Ministry of Agriculture. Technical official information on the programme would be distributed to the participants.

Preferably, these events would take place in auditoriums of Universities that cover these two areas, as well as others of potential interest.

4.2.1.2. Trainings by the ProSAVANA teams

In the courses with greater focus on the agricultural sector, one can develop partnerships in which the project's technical responsible may directly provide training in universities or technical/ vocational training schools.

4.2.1.3. Trainings and internships

It is also advisable, although it could involve another kind of cooperation between the countries, the development of a protocol with universities, aimed at attracting young graduates for internships in any of the implementing entities of ProSAVANA, and the best students each year could be invited to go study or intern outside of Mozambique, returning afterwards to be integrated in the project. However, this has to be integrated in the timings of all partners.

4.2.2. Contacts through the national media

As in the case of the regional media, there are two ways to approach the national media: 1) through the dissemination of newsworthy information; 2) in ProSAVANA's publicity campaigns.

The first case is always preferable, as it has very low cost and has better reception by the public. As for the campaign, despite conveying messages defined by ProSAVANA, it will have an advertiser charge (if not done in partnership or with support from some entity).

Thus, it is recommended that the strategy includes the following actions:

4.2.2.1. Meetings with journalists

Whenever is deemed relevant, one should arrange meetings with the media to inform them about ProSAVANA's progress, and other recent news developments.

There are three formats of meetings that should be considered:

- Meetings *off-the-record* with the directors of the most significant media, where they are briefed about ProSAVANA and become aware of the need to consult the Programme before publishing speculative articles. The referred media includes:
 - Notícias
 - País/STV
 - Savana
 - TVM
 - Rádio de Moçambique
 - Others that, with time, one considers important to address.
- *Roundtables for clarifications*. These actions have the purpose of presenting ProSAVANA to journalists (what is, and results), but it is also where journalists place their questions about the programme. It is the ideal model to make the presentation of the programme.
- *Press Conference*: a model that is not the most useful at this point in ProSAVANA's contact with the journalists, since it gives little space to questions from the media. This model should be adopted in case there is something very important to announce, without giving large space to questions.

4.2.2.2. Interviews

The presence in the media must also involve giving interviews in Mozambique. These interviews must be carefully selected and prepared, and it is not always necessary to grant an interview to anyone who asks. It must be outlined in the programme's objectives.

The process of giving an interview should be as follows:

Previous meeting with the client:

- Analysis of the purpose of the interview and the key messages to convey
- Defining if the interview is to a single journalist or to a group of journalists, and which media to address
- Definition of the place and date
- Invitation to the selected media
- Preparation meeting between the press officer and the interviewee (defining the message to convey, analysis and preparation for questions)
- Interview follow-up with audio recording, if necessary
- Interview follow-up trying to avoid mistakes
- After publication of the interview, prepare content analysis

4.2.2.3. Press Releases

Whenever there is something important to communicate, and one doesn't want to expose the ProSAVANA to a contact with the media; when there isn't enough time for a meeting or the information to disseminate is short, one should issue a press release.

Press releases should have the following rules:

- To refer to ProSAVANA, you must write "ProSAVANA" or "Programme";
- You must use the Calibri font in the title and body text
- The statement must be sent from the email comunicacao@prosavana.gov.mz
- The dimensions of the title, text, spacing between lines and model should follow the attached model.

4.2.2.4. Debates and analysis in the National Television

Televised debates are a good model for clarifying the public, but also to confront some entities that release imprecise information to the media and to society.

These debates, however, require a lot of experience in television and considerable preparation, not only in media training and how to respond to attacks of the "opponents", but also to learn to question them and put them similarly under pressure.

In the final stage of the public consultation on the Master Plan, one can proposed a debate to TVM in which agronomists, economists, and government representatives, ProSAVANA and the communities, publicly discuss the Master Plan, to enlighten people and demonstrate that ProSAVANA doesn't hide itself.

4.2.2.5. Press trip to Nacala Corridor

A Press trip to Nacala Corridor is one of the best ways to make the national and international media aware of the reality of a project; is leading them to it, showing what is being done and allowing them to talk to field workers, and visiting projects that are already being developed in the scope of ProSAVANA.

At this time, it is advisable to organize press trips to Nacala Corridor. To Brazil (specifically to the Cerrado) just for some presentation of a study, or some tool that needs to be transported to Mozambique, otherwise at this point, it is important to distance the Nacala Corridor of the Brazilian Cerrado, given their fundamental differences.

The best times for press trips are: the rainy season, just before or during the harvest; when there's technology or knowledge transfer to the communities; inaugurations of infrastructure; Ministerial visits.

Though, in some situations you cannot follow these guidelines, for example, if there's some international media in Mozambique, and it is important to go to the Nacala Corridor.

These trips require a great planning, either technical or budgetary, and a careful follow-up, in order to secure that the published news are positive for the programme.

To arrange a press trip is necessary to follow the following procedures:

- Define the first goal of the visit. Examples:
 - To convey information to journalists and show the development of the project;
 - Create interaction with the population and success stories linked to the programme;
 - Inauguration, or official events that require media coverage;
- Identify the place or places to visit, according to the outlined objectives;
- Set a budget for a press trip and, according to it, identify the number of journalists that's possible to invite (you must pay for travel, accommodation and food, in this case, only during the working time). It is necessary to have a cameramen and photographers;
- Once identified the number of journalists, it's necessary to choose who to invite. Here it's possible to invite some journalists to a particular trip, and others to another, like a daily newspaper, a weekly, a TV channel on a journey, and its competitors on another one, for example;
- Invite journalists, giving them information on the objectives and agenda of the trip, urgently requesting confirmation, to look for alternatives if the journalist cannot attend;
- Prepare the information and distribute it to the journalists. At least, a press release with all the relevant information must be prepared;

- On the journey, the group must always be accompanied by a head of ProSAVANA, from the airport until the time they leave the plane, upon return;
- During the press trip, it is essential to have a round table between the coordinators and the media, and a social dinner or lunch;
- Make follow-up contacts, to see whether journalists need more information.

4.2.3. Invitations to international media

Since the ProSAVANA topic has been roused in the international media by the civil society, it is important that the programme captures for itself such contacts, thus securing that the international journalists start to receive the correct version, complete and more up-to-date on the development of ProSAVANA. The journalists to invite must be Brazilian and Japanese, as it has been in these countries that news had greater impact. Nonetheless, one should also consider journalists from the world's leading newspapers, as The Guardian, Financial Times, New York Times, The Economist, Time, Der Spiegel, Al Jazeera, among many others. There are still correspondents of international news agencies like Reuters, AFP and Bloomberg, in Mozambique and South Africa, who can write and disseminate information throughout the world.

As for the average Japanese and Brazilians media to invite, it's important to considered the most influential ones, as the Yomiuri Shimbun, the Asahi Shimbun, as well as Japanese media English language, or television like NNN and NHK from Japan. There is also the Japanese media in Brazil, as the Nikkei Shimbun; Regarding the Brazilian media, we highlight the Folha de São Paulo, Veja, Exame, o Estado de São Paulo, Valor Econômico, or a television as Record or Globo. Here, however, the coordinators from JICA and ABC should give their opinion about the media to be invited to come to Mozambique.

A press trip for foreign journalists to Mozambique should also be considered. They would also meet with ProSAVANA, but they should also have the possibility to go to the Nacala Corridor.

Here, the process is similar to what was described before, regarding the organization of a press trip, with the difference that foreign journalists must have a travel plan that fills almost the entire time they are in Mozambique, with work activities, but also social ones.

ProSAVANA should always offer to pay the costs, even though many of the international media may not accept this offer.

4.3. Actions to be developed with the organised Civil Society

It is desirable that the ProSAVANA organize and invite civil society to gather and discuss the programme. These meetings should be in Nampula and Maputo, and

should involve the coordinators and ProSAVANA implementers. Consequently, they can present to civil society organizations the main findings of their studies, their strategy in the different projects, and the methods foreseen to eliminate or reduce negative impacts.

For these meetings, it's important to prepare very objective PowerPoint presentations to reinforce the strengths of ProSAVANA.

These meetings should be open to discussion, but limited to a maximum of four hours, giving time for NGOs to present their points, and having discussions on it.

Minutes of the meetings ought to be written, and they shall also be recorded on video and audio, so that there is irrefutable evidence of who was at the meeting, what was said and the position taken.

Regarding the influence that civil society organizations exert over the media in Mozambique, it is considered that if ProSAVANA maintains a constant communication with them it will decrease the force employed by these organizations, especially the Mozambican ones, which are the ones that come forward.

The direct contact with communities, if it's proved, lessens these associations as spokespersons of communities or farmers.

Ways of minimizing the strength of these organizations:

- Strengthen relationship and contact with the organizations;
- Organize messages and answers that indirectly respond to the concerns that organized civil society identifies;
- Participate in its meetings and, whenever there is media, talk to them and give ProSAVANA's point of view;
- Formalize contacts asking for meetings / gatherings, or to provide information so that ProSAVANA is not accused of being at fault;

If one withdraws importance to civil society organizations in Mozambique, one significantly weakens foreign NGOs operating in Mozambique, as these reduce their contacts with the media and, consequently, their influence.

In addition, following a communication strategy that removes the link of Nacala Corridor to the Brazilian Cerrado, one devalues some of the main arguments that these international NGOs have used in the past year.

However, if their influence persists, it is advised the following:

- Organize answers and messages that respond indirectly to concerns that organized civil society identifies;

- Questioning or criticizing (foster criticism by some Mozambican authorities) the role that foreign organizations are playing in Mozambique.

4.4. Communication with Politicians

The need to clarify the Members of Parliament (MPs) was identified. They represent the Mozambican population, so it's necessary to clear up their doubts about the programme. Other politicians may also require some clarifications, as is the case of the Presidency. It is essential that all high level political leaders have no doubts about the programme.

4.4.1. Meetings with the Ministries

It is crucial that the Ministry of Agriculture has full knowledge of the current status of ProSAVANA, at any one time, so that upon completion of the project's different stages, the Ministry will have extensive information on the results, recommendations and the strategy to implement.

With the permission of the Ministry of Agriculture, it can be important to present ProSAVANA and its current status to other Ministries, such as Foreign Affairs and Cooperation, the Planning and Development or even Labour.

The advisable frequency to develop these meetings is every six months or when necessary.

4.4.2. Meetings with the Parliamentary Commissions

In the immediate future, it is necessary to make a presentation of ProSAVANA to the Commission responsible for agriculture, so that MPs know and trust the programme, thus eliminating potential criticisms, namely lack of information from any of the coordinating entities.

One can also consider a presentation to the Parliamentary Committee of Foreign Affairs.

4.4.3. Communication through the Official Gazettes in Mozambique

Official gazettes from entities of the State of Mozambique should also be used to disseminate updated information on ProSAVANA. Its access can be made through the programme's website, receiving press communities, or being on ProSAVANA's newsletter mailing list.

In a first stage, it is necessary to articulate with *Gabinho* and the Ministry of Agriculture the collection of these contacts in order to build up a contacts list. Afterwards, a cover

letter informing about the distribution is sent, and finally, the information will be mailed when this list is complete.

4.5. Internal communication

Internal communication is the communication between members of ProSAVANA HQ, but also communication between coordinating entities, ProSAVANA HQ and implementing entities of the projects.

4.5.1. Communication inside ProSAVANA HQ

The dialogue and information sharing between members of the coordination team is central to the development of the programme.

To foster communication within the ProSAVANA and tracking issues to be addressed by the entire team, it is prudent to purchase a frame where one can take notes and create an agenda for common issues, so that everyone always remember the matters that must be dealt together.

One also recommends creating an internal dynamic that allows coordinators to respond to external requests with a common voice, whether is the technical teams or the coordinators. So whenever there is a request, the coordinators should communicate with each other, agreed upon an answer and who will respond and, only then, communicate outside the coordination, already with a clear and direct indication.

4.5.2. Communication between ProSAVANA, Coordinating and Implementing Entities

To address the major weaknesses identified in the communication between the different parties, it is recommended the implementation of several measures:

- Activity report: it is essential to put in place the activity monthly report, so that there is a better control of the parties' activity;
- Organization of a joint monthly conference call between ProSAVANA HQ and the implementing entities, based on the activity monthly calendar and an agenda pre-defined by the HQ, and distributed a few days in advance. This will create greater interaction between the implementing entities and ProSAVANA HQ;
- Creation of a single communication channel: whenever a formal contact between the ProSAVANA and the implementing entities is required, the contact should be done in a single manner for the different entities, so that all have the same treatment, regardless of the coordinator that makes contact. The email prosavana@prosavana.gov.mz can be used to make this contact;

- Creating a close group on Facebook: create a close and confidential group on Facebook, without sharing information or sensitive data, but that connects and strengthens relationships between members of the different teams, which can only be accessed by invitation of the directors;
- When the website's intranet is fully operational, it should be used for sharing information, giving greater speed to the processes.

5. Communication tools

The communication tools presented here aim to support communication initiatives earlier identified for the different target audiences, but also, in some cases, to create communication actions and awareness by themselves, as may be the case of promotional materials distribution, creation of an informative program about ProSAVANA or a cookery book with nutritional recipes, using local products.

5.1. Creation and distribution of ProSAVANA newsletter

One suggests creating a newsletter that contains public information about ProSAVANA, distributed it to different target audiences, such as:

- Coordinating entities;
- Implementing entities;
- Presidency;
- Parliamentary Groups;
- Provincial Directorates of Agriculture;
- SDAE;
- Members of the District Consultative Councils of ProSAVANA implementation areas;
- Other deemed important.

In the future, this newsletter can be distributed on a monthly basis, but initially, while the contents are being defined and the best format to create and distribute the document, it should be bimonthly.

This document must be produced by the person responsible or by the communication unit of ProSAVANA HQ, based on information that can become public and pre-approved by the programme. This newsletter will serve as a basis for everyone that wishes to speak about ProSAVANA can access updated information, thus decreasing the risk that there is incorrect or conflicting information moving around.

The coordinating entities, ProSAVANA-HQ, implementing entities and Provincial Directorates of Agriculture must define and have the contacts of the entities to whom the newsletter should be sent

5.2. Website www.prosavana.gov.mz

ProSAVANA's website must be one of the main communication tools of the programme, and should have updated public information, written and photographic, easily accessible by national and international audiences.

It must be "fed" regularly, with announcements of initiatives/ processes taking place, as well as presentations related to the master plan, and news related to the implementation and conclusions of these processes. The organization of press trips, field work, inaugurations, test results, training or transfer of technology, and public meetings, if they exist, must also be reported.

The website must have a link to the corporate video, other reports and edited videos executed with the communities, to promote the programme and its actions.

It must also be fed with quality pictures that illustrate the work developed by ProSAVANA.

Ideally, the website should be managed by the same person/ entity, that is, who creates and edits the contents, should be the same that uploads it on the website. However, these contents should await publication until one of the ProSAVANA's leaders authorizes it.

If possible, contents should go on the website in less than 48 hours after they occurred.

5.3. Frequently Asked Questions (FAQ)

On the basis of the assessment, a list of questions that the media already made or can make will be defined, as well as propose answers to these same questions. This list will continually be updated. After discussion and approval of this list by ProSAVANA, these will be the answers which will serve as a basis for questions that the media will do to ProSAVANA.

This FAQ will serve to ease the contact with the media and streamline the answers to questions that can be made to the coordinators.

One can draw a FAQ at various levels:

- 1) *ProSAVANA HQ Level* - broader answers and techniques that facilitate the preparation of responses by the coordination when there are requests from external entities;
- 2) *Technical teams level* - simpler responses that address the concerns of communities and farmers;
- 3) *For ProSAVANA's website* - more generic answers that clarify what ProSAVANA is and its processes.

5.4. ProSAVANA radio spot

As previously acknowledged, the radio will possibly be the most effective media to communicate, from the national level to the villages. Thus, one should consider a weekly show on ProSAVANA and agriculture in the Nacala Corridor, to inform radio listeners about the programme, but also to provide information on how to improve their agricultural production.

To communicate on the radio, one can record two types of messages:

1) Communication about what ProSAVANA is

The aim is to convey messages saying what ProSAVANA is, its projects and the state of play. The show will be updated when necessary and, after a few repetitions, it's possible to abandon this communication.

2) Knowledge transmission using the radio

The proposal involves recording about 30 to 40 radio spots, with one to two minutes each, giving quick advices on agricultural production, and ending with a phrase alluding to ProSAVANA.

The radio spots would be recorded in Portuguese, EMakua and Yao, and sent to RDM and community radios, broadcasted on a daily basis, at about the same time.

This release can have costs, but one can try making agreements with the State owned radios to get lower prices.

5.5. Corporate video

The corporate video is intended to be the 'face' of the program for those who know little or nothing about ProSAVANA. It will also be a significant communication vehicle for those who can't read or speak Portuguese. Videos can have voiceovers in several languages, including native languages from the different regions of Mozambique, and it can be presented in public meetings with the inhabitants of the regions where the programme is settled.

CV&A believes that the video should have a maximum duration of ten minutes, should include images, interviews, music, motion graphics (animated drawings and informational texts), and must follow the following script:

- a) Agriculture portrait of the country and its potential
- b) The importance of agriculture to the country's development and the Nacala Corridor
- c) PEDSA

- d) History and descriptive of ProSAVANA with its objectives
- e) Where the ProSAVANA operates in the Nacala Corridor
- f) ProSAVANA's projects
- g) The interaction with the population
- h) The importance of ProSAVANA for communities and for the country
- i) Examples of production processes, marketing and product flow within the ProSAVANA plans.

This script should be developed together with the company recruited for its footage and production.

5.6. Presentations

ProSAVANA presentations, either institutional or related to the projects, must have a common image and a similar language. However, it should be adapted to different target audiences, changing information and contents depending on the expertise and the goals.

CV&A will work the different presentations to make them more readable, regardless of the audience, to whom it is addressed, distinguishing them into three groups: one of high technical specificity, one intermediate and one with more visual information.

The first group includes the presentations to be used with the academic audiences, well-informed civil society organizations, coordinating and implementing entities.

The second version will be used in public sessions in provincial capitals, in workshops, and other national and provincial audiences, as well as district authorities of the agricultural sector.

The third version is headed at communities. It is mostly visual, in local languages and ready to be printed and displayed on posters in sizes A0 or A1, or even roll-ups, prepared to be presented outside with sunlight. These presentations should talk less of technical issues and more on how the ProSAVANA will impact most on people's lives, what they should do to take advantage of the opportunities that the programme and projects will present, and who to speak in case of doubts.

These presentations will always be based on the existing ones.

5.7. ProSAVANA brochures

The brochures, of which there is already a first version, should be a tool to distribute at conferences, universities and public sessions. One should also consider providing them to all District Consultative Councils, Provincial Governments, DPA, thus assuring that they have copies available to distribute to anyone wanting more information. The

teams of the implementing entities should always have some copies when there are in the field, so that they can distribute to those who want more information on ProSAVANA and the projects.

The brochures should be produced in Portuguese and, if necessary, in English to distribute overseas.



5.8. Leaflets with graphical information and local languages

Similar to the brochure, but intended to be distributed to members of local communities, the leaflets should contain information mainly graphical, easily understandable language, preferably in EMakua or Yao. These leaflets should make a general presentation of the programme and projects, but must focus primarily on how the public can benefit from the opportunities, what will the programme change and who to talk in case of questions about the programme.

5.9. ProSAVANA booklets

The booklets are basically to be distributed to children at schools, and is mainly made with drawings and written in Portuguese - the children's learning language. It should contain information for children about farming, how to use new tools in agriculture, how is good to produce more and market it, some information about food security and nutrition, and even some word games.

These booklets should be distributed on school visits, but one can also consider a broader operation of sending these booklets to more schools in the country, helping children to better understand agriculture using more modern methods of production.

The aim is to make children aware of the future, but also that they could transfer this information to their parents, which can be influenced.

5.10. ProSAVANA Activities Report, in *premium* format

ProSAVANA can produce an annual report of its activities to be distributed among its main stakeholders. This document, in a *premium* format, will list all the activities and its results, carried out by the programme and the projects over the preceding year. This report should be composed of text descriptions of its activities, photo reports, and objectives/ agenda for the year ahead. It will be a book that combines an annual report and a sustainability report.

It should be printed, but should also be available in digital format on the website of ProSAVANA.

5.11. ProSAVANA posters

One must create a poster to place in each community, giving general information about ProSAVANA, with the programme's motto, a picture of a farmer in a fertile field, and even who they should contact to clarify their doubts.

These posters should be produced in local languages.

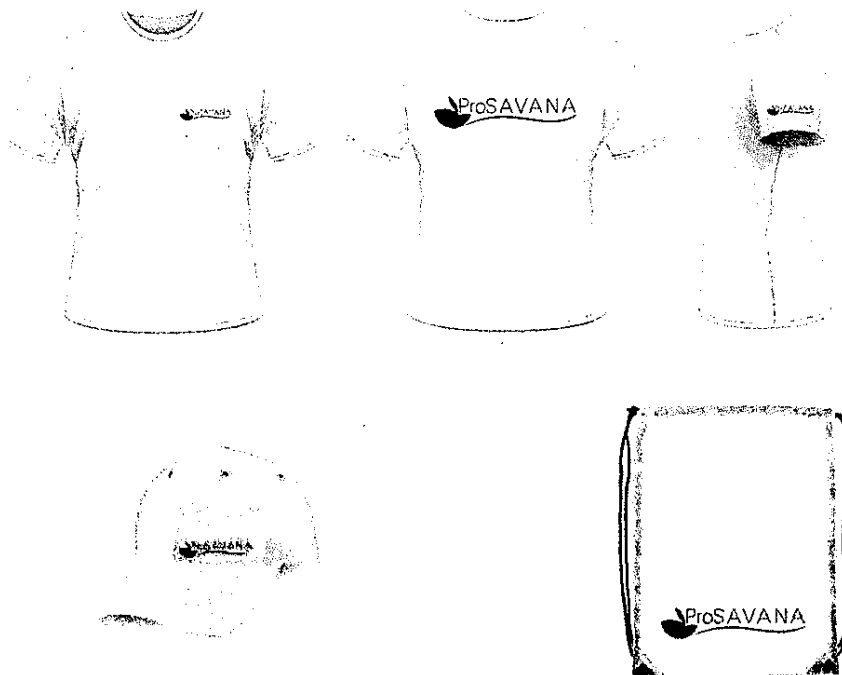
In situations where it is necessary to publicize an event, a trade fair, trainings, etc., it can be produced specific posters and distribute them through the villages.

Posters should be placed close to the city centre and shopping area.

5.12. Promotional materials

It should also be created promotional materials to distribute to local populations, with the purpose of creating familiarity and empathy from the communities to the brand ProSAVANA. These materials may also be distributed in schools, trainings, meetings, etc., not only to local populations, but also ProSAVANA's teams and all others who will collaborate with the programme.

In addition to the examples below, one can also produce 'capulanas' and even tools can have ProSAVANA logo.



5.13. ProSAVANA mascot

In order to create greater awareness among the young audiences, one can create a ProSAVANA mascot, which can be produced in real size, to use in initiatives in schools and communities.

This mascot will still be used to "communicate" with the kids in the booklets that will be distributed to them, and talking with them.

5.14. Cookery book

Being the Nacala Corridor of the country's areas with the highest level of malnutrition, a cookery book explaining new ways, more nutritious, of cooking foods accessible to the populations can be produced. In those recipes, it will be included ways of cooking products that will start being produced in the region, such as soybeans. This book can be especially aimed at children and teenagers, and they can be distributed in schools, so they can learn these new ways of cooking, thus influencing their mothers.

The distribution of this cookery book could be accompanied by sessions in schools that exemplify these recipes, then giving to children to taste it, so that they would start to appreciate the products and its making.

5.15. ProSAVANA game

Create a board game, similar to "Jogo da Glória" in which children can play, taking advantage of the techniques and technologies that ProSAVANA intends to implement in the Nacala Corridor, and being 'penalized' by the constraints that subsistence and underdeveloped agriculture can have.

The game would be entirely designed by ProSAVANA and distributed in schools so that children can play at halftime. Targeted children must be between 10 and 15 years old.

Two to three games can be distributed per school, and its distribution may be extended not only to the implementation areas of ProSAVANA, but the three provinces.

Playing this game, children and adolescents will become more familiar with the tools and techniques that ProSAVANA intends to implement, facilitating their integration in the project after five or ten years.

5.16. Communication Manual

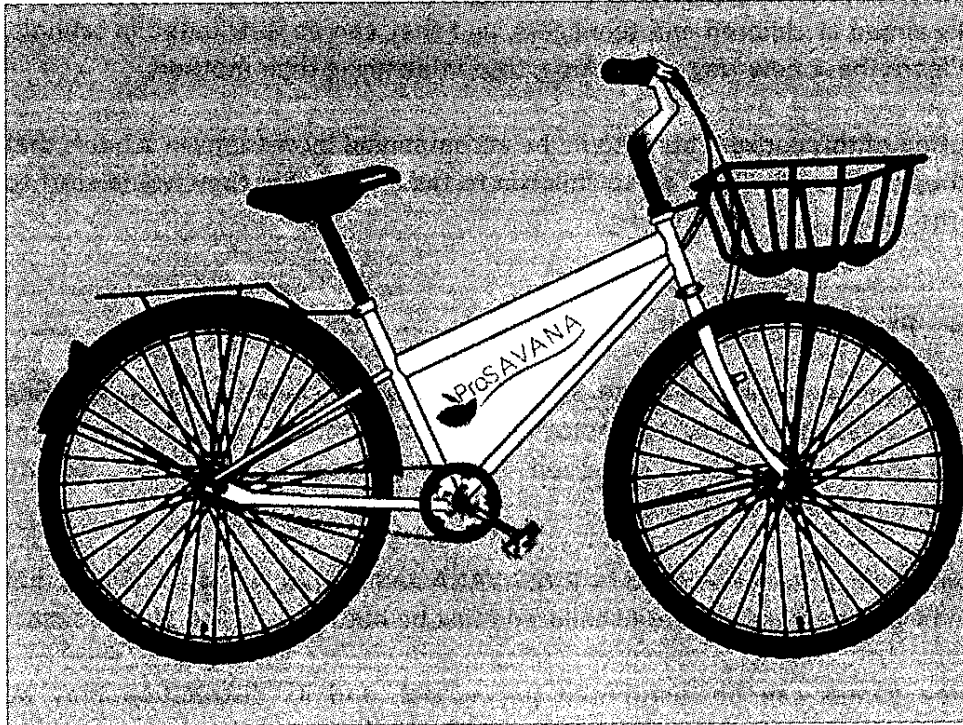
A Communication Manual that summarizes the indications that must be followed in terms of communication policies must be prepared. It will include the use of logo and images, management of communication requests, FAQ, indications regarding the management of communication and image of the programme and projects...

5.17. ProSAVANA bicycles

In the more rural areas where ProSAVANA operates, transportation is a problem for many communities. The 'Régulos' themselves, which might be relevant for ProSAVANA communication with communities, often have difficulty to travel.

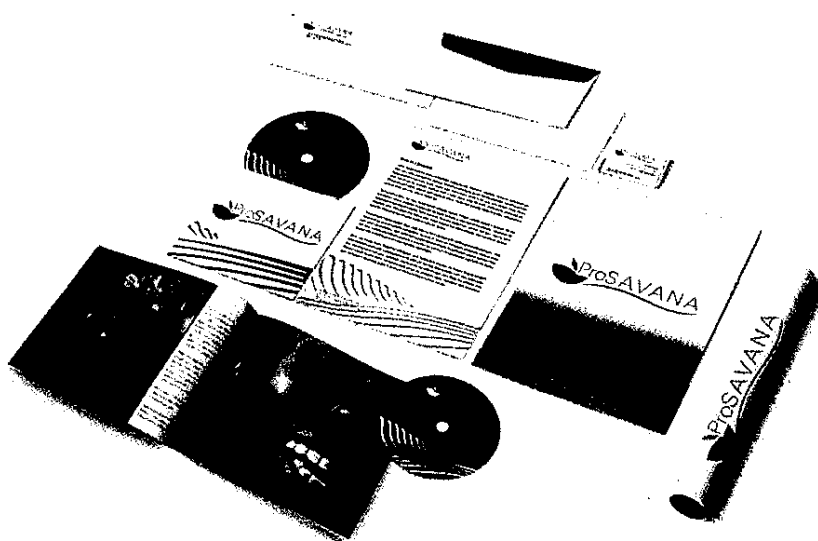
Thus, we identified the possibility of creating bicycles with the image of ProSAVANA that, if necessary, can be distributed by the 'Régulos' or other persons who collaborate in dissemination of the programme.

In the future, in the initiatives of technology transference, one can consider the distribution of some means of transport for each village, as a way for producers residing there be able to move to markets to sell their products.



5.18. ProSAVANA stationary

ProSAVANA's office supplies that will be used not only by members of the coordination team, but also in public sessions, hearings to the communities, and other events where such support material is required.



PRIORITIES OF ACTIVITIES AND TOOLS

<p>Priority 1</p> <p>Implement in the next 3 months – maintain or repeat one to 3 times per month</p>
<p>In the Communities in Nacala Corridor</p> <ul style="list-style-type: none"> • Meetings with Agriculture Provincial Director and Governors • Presentation of ProSAVANA to the District Advisory Councils • Public hearings and clarifications
<p>Mozambican Civil Society</p> <ul style="list-style-type: none"> • Contacts trough national media • Promote actions with Organized Civil Society • Meetings with ministries • Communications among ProSAVANA, Coordinators Entities and Implement entities
<p>Communication tools</p> <ul style="list-style-type: none"> • Creation and distribution of ProSAVANA Newsletter • Website www.prosavana.gov.mz • FAQ • Presentations • ProSAVANA Brochure • Leaflets with graphic information and local languages
<p>Priority II</p> <p>Implement in the next 6 months – maintain or repeat three to four times a year</p>
<p>In the Communities in Nacala Corridor</p> <ul style="list-style-type: none"> • Create a district collaborators network • Meetings with religious enteties
<p>Mozambican Civil Society</p> <ul style="list-style-type: none"> • Meetings with parlamentarians • Communication trough official bulletins in Mozambique
<p>Communication tools</p> <ul style="list-style-type: none"> • ProSAVANA radio Spot

- Institutional video
- ProSAVANA Posters
- Promotional materials

Priority III

Implement next year – repeat once or twice a year or when necessary

In the Communities in Nacala Corridor

- Communication through community radios
- Educational theatre
- Promotion of actions in schools
- Communications in agricultural fairs

Mozambican Civil Society

- Invitation of international media

Communication tools

- ProSAVANA leaflets
- ProSAVANA reports in premium format
- ProSAVANA mascot
- ProSAVANA cook book
- ProSAVANA Game

Priority IV

Implement when necessary

In the Communities in Nacala Corridor

- Communication through mobile messages
- Inauguration of projects

Communication tools

- ProSAVANA Bicycles

6. ESTIMATED TIMETABLE

		Communication to the communities	General communication	Internal communication	Communication tools
September 2013	Weeks		Interview to The Guardian;	Analysis of the Strategy Proposed	Presentations; Hand-outs; FAQ;
		Meetings in Nampula;	Sending press releases, website;	Internal presentation Taskforce preparation;	Presentations; Hand-outs; Posters Communities;
			Meeting with the media – ProSAVANA’s presentation (17/09);	Meetings for the strategy presentation – MINAG, JICA e ABC;	Presentations; Hand-outs; Design of the promotional materials
					Presentations; Hand-outs;
October 2013	Weeks	Meeting with Provincial Directorates of Agriculture and Governors; Meetings with religious entities			Video recording of meetings;
					Video recording of meetings;
		ProSAVANA’s presentation to the District Consultative Councils;	Sending press-release; Meetings overview;		Definition of corporate video;
					Presentations;
November 2013	Weeks		Meetings with the Parliamentary Commissions	1st edition of the bulletin;	Presentations;
					Presentations;
					Video recording of meetings;
		National media press trip; workshop with communities; Newspaper interview			Video recording of meetings; Interview preparation;

		Communication communities	General communication	Internal communication	Communication tools
December 2013	weeks				
		"Laying the first stone" Nampula laboratory, with press trip;	Sending press-release; Meetings overview;		
					Deliver of corporate video;
January 2014	Weeks			2nd edition of the bulletin;	
		Training network of collaborators SDAE; Meetings with Consultative Council			ProSAVANA's radio spots recordings;
		Press trip to Nacala Corridor: contacts with the population;	Newspaper interview		ProSAVANA's radio spots recordings;
February 2014	Weeks				ProSAVANA's radio spots broadcasting;
					ProSAVANA's radio spots broadcasting;
					ProSAVANA's radio spots broadcasting;
					Presentations; Hand-outs; ProSAVANA's radio spots broadcasting;

		Communication communities	General communication	Internal communication	Communication tools
March 2014	Weeks			3rd edition of the bulletin;	Presentations; Hand-outs;
			Awareness raising activities in Universities Media coverage of Universities activities;		Presentations; Hand-outs;
April 2014	Weeks				Repetition of ProSAVANA's spots;
			Meetings with Ministries results of the Master Plan Meetings with Parliamentary Commissions results of the Master Plan		Repetition of ProSAVANA's spots;
		Meeting with Provincial Directorates of Agriculture and Governors;	Meetings with the Mozambican media results of the Master Plan		Repetition of ProSAVANA's spots; Creation of ProSAVANA's Mascot;
					Repetition of ProSAVANA's spots;
May 2014	Weeks			4th edition of the Bulletin	
		Press trip to international media			
		Meetings with Consultative Council – results of the Master Plan			
		Meetings with religious entities			

		Communication communities	General communication	Internal communication	Communication tools
June 2014	Weeks	Sessions in schools;			
		Sessions in schools;			
July 2014	Weeks			5th edition of the Bulletin	Repetition of ProSAVANA's spots;
					Repetition of ProSAVANA's spots;
					Repetition of ProSAVANA's spots;
					Stand FACIM; Repetition of ProSAVANA's spots;
August 2014	Weeks				Stand at FACIM;