

Concerning the Objection

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
Rural Development Department / Africa Department / Mozambique Office
July 28, 2017

1. General Remarks

- (1) It is JICA's understanding that the Support for Agricultural Development Master Plan for Nacala Corridor in Mozambique (ProSAVANA-PD) (hereafter called "the Project" or "the Master Plan Study"), which is the subject of the Objection Request, is being implemented in accordance with the Japan International Cooperation Agency Guidelines for Environmental and Social Considerations (April 2010) (hereafter called the "JICA Guidelines for Environmental and Social Considerations"). Moreover, the claimed four contracts consigned to local consultants (referred to as "sub-projects" in the Objection Request; "Contract for Communication strategy definition for ProSAVANA"; "Contract related to Implementation of the Communication Strategy"; "Contract for Stakeholder Engagement"; and "Contract for Revision of Agricultural Development Master Plan") are separate and stand-alone inputs made in parallel with the Master Plan Study, and the services consigned under these contracts do not entail any activities that deviate from or violate the ideals and purport of the JICA Guidelines for Environmental and Social Considerations.
- (2) The Master Plan Study does not intend to formulate any specific or concrete project plan; hence it is classified as Category B under the JICA Guidelines for Environmental and Social Considerations. The following table shows the main procedures and steps that need to be followed in Category B projects in accordance with the Guidelines, and measures adopted in the Project so far.
- Moreover, the Master Plan is still in the formulation process, hence the final report has not yet been prepared. In other words, we want to stress that the reports that have already been published (the Draft Zero of the Master Plan (published in March 2015) and Provisional Draft of the Master Plan (published in November 2016)) are merely draft versions in the process of formulation. Needless to say, we intend to continue to abide by the Guidelines in cooperation with the Mozambican government in the report finalization phase from now on.

Main procedures required of a Category B master plan study project under the JICA Guidelines for Environmental and Social Considerations	Measures adopted in the Project so far
(1) Preparation of a preliminary scoping plan and reflection in the draft TOR of the main study	(1) Implementation of the preliminary survey (the detailed planning survey) for the Project in July 2011. For this survey, a Study Team member in charge of environmental and social consideration survey was assigned and preliminary scoping was implemented and disclosed. This was reflected in the draft

	TOR of the main study.
(2) Preparation of the scoping plan (3) Consultation with local stakeholders upon disclosing information as is needed	(2)(3) Consultations were implemented regarding the Concept Notes in September 2013. In the Concept Notes, it was explained that examination will be implemented based on the JICA Guidelines for Environmental and Social Considerations.
(4) Application of SEA (5) Preparation of a draft report that reflects the results of environmental and social consideration survey (6) Consultation with local stakeholders concerning the report prepared in (4) upon disclosing information as is needed	(4)(5) SEA was applied in the main study. The draft Strategic Environmental Assessment was prepared in the Provisional Draft of Master Plan. (6) A plan was formulated for MCSC to conduct explanations in community consultations in February 2017.

2. Details

The facts concerning the items pointed out in the Objection Request dated April 10, 2017 are as stated below. Points 1~29 have been extracted from the Objection Request and numbered by JICA.

"The facts" state the recognition of the facts by JICA (the department in charge of the Project) based on data and information derived from investigation by JICA and confirmed by the JICA experts, the Mozambican government, etc.

I. Project for which the objections are presented Abbreviated

II. Substantial damages actually incurred or likely to be incurred as a result of JICA's non-compliance with the Guideline

1. Lack of accountability, concealment of information (also human rights violations – rights to information) and obstruction of meaningful participation of stakeholders, especially the residents of the region

Point 1. (Objection Request page 10)

- a) Denial, dissimulation and distortion of facts and information related to the ProSAVANA program, especially with ProSAVANA-PD (master plan);
- b) The lack of an explanation of what happened to the original plans and actors that were the main focus of the program and why they changed (instead, they accused civil society of being "liars");
- c) The total concealment of the plan, establishment, contracts, payments and implementation of three JICA sub-projects (in particular, two of the "Communication Strategy" projects and the "Stakeholder Engagement" projects), despite their strong impact on residents, communities and civil society of the region affected by the program;
- d) The unequal dissemination of information to those who are in favor of the program

under the "Stakeholder Engagement" project, which is being further promoted by contracting the civil society wing in favor of the program under JICA's "Revision of the Master Plan" project;

- e) The denial and abandonment of translation, availability or explanation of the Guidelines, including this objection procedure and the availability of "Option Zero".

<The Facts>

- a) This is not true
See Points 10, 12, 21 described later.
- b) This is not true
See Point 10 described later.
- c) This is not true
See Points 7, 8, 21, 23 described later.
- d) This is not true
See Points 21, 22, 23, 24, 25, 26 described later.
- e) This is not true
See Points 5, 29 described later.

2. Violation of human rights

Point 2. (Objection Request page 10)

a) **Direct Damages:**

Although the details are presented in our introduction and in point 4, we would like to highlight some causes of these damages here:

- i. Intimidation before "public consultation";
- ii. Suppression during the "public consultation";
- iii. Persecution, intimidation, blackmail, threats, oppression against those who have expressed their objection or raised questions about the ProSAVANA program;
- iv. Division, insult and marginalization after the direct meddling promoted by the "Communication Strategy," "Stakeholder Engagement" and "Revision of the Master Plan" projects.

<The Facts>

- i. ii. iii This is not true
See Points 9, 17, 18, 27 described later.
- iv. This is not true
See Points 7, 8, 20, 21, 28 described later.

Point 3. (Objection Request page 11)

b) **Violation of the right to freedom of expression:**

Although the details are set out in our introduction and in Section 4, we would like to

highlight here some of the facts that constitute JICA's failure to comply:

- i. See above (i), what occurred before/during/after the "public consultation" (including direction of the process marked by its oppressive, partial and intimidating manner; presence of armed police; obstructing participation in public consultations; and post-event harassment);
- ii. Planning, establishing, implementing and instructing the "Communication Strategy" projects, whose objectives and suggestions are "to intervene in each stakeholder (associations, peasant organizations, NGOs, communities)," "undervalue demands" and "undermine" local organizations expressing their voices and demands;
- iii. "Disconnect" our relations with the Mozambican press through the "Communication Strategy" (see above);
- iv. To secretly investigate internal and external differences, the "positions" towards ProSAVANA, the "interests" in ProSAVANA, the "influential power" over other organizations and the communities among civil society organizations, including us, labeled as "radicals" and isolated from the preparatory process for the establishment of a dialogue mechanism as part of the "Stakeholders' Intervention" subproject;
- v. Planning and inviting the former Deputy Minister of MASA (Agriculture Ministry) and the Mozambican Ambassador to the public meeting held in Tokyo and organized by Japanese partners to intimidate us.

<The Facts>

- i. This is not true
See Points 16, 17, 18 described later.
- ii.iii. This is not true
See Points 7, 8 described later.
- iv. This is not true
See Point 21 described later.
- v. This is not true
See Point 27 described later.

3. Social damages, through direct meddling into local civil society

Point 4. (Objection Request page 12)

The following actions taken, promoted, collusive and not prevented under ProSAVANA-PD, especially during the implementation of the subprojects, threatened and damaged the referred constitutional value and the principles we have observed and committed to. As the details will be described chronologically in Section 4, some important actions undertaken by JICA that caused the damages mentioned above, will be defined here, namely:

- a) Planning, establishing, paying, implementing and instructing the "Communication Strategy" and its three consultants (CV&A) to drive us away from the communities and other peasants (see (1) (b));

- b) Actively promoting the division of our unions using ProSAVANA-PEM and arranging to include one of our colleagues from the government delegation to Japan shortly after our visit to Japan in July 2015 (see 4.);
- c) Supporting and financing, without any oversight, that enabled the politicized public hearing at the district level, where armed and uniformed police were involved and government officials and leading members of the ruling party (FRELIMO) were dominant;
- d) Planning, establishing, paying, implementing and instructing the "Stakeholders' Engagement" project and MAJOL to meddle and promote conflicts amid civil society that we make up, peasants and other civil society organizations who have worked in close collaboration, laying out the following methodology for the project:
 - *"Identification of potential conflicts or conflicts of interest ... particular groups or between the groups themselves";*
 - *"Identify and characterize relationships among stakeholders that may promote or prevent the development of alliances and consensus, or alternative conflict" (Inception Report, p.18).*
- e) Giving the following instructions and agreeing with the methodology of "identifying key groups and individuals who need to be the subject of targeted commitments" (ibid.):
 - *(Invite organizations) "that demonstrate a readiness to conduct a dialogue about ProSAVANA" (ToR, p. 2);*
 - *The "Potential stakeholders" were "defined through an initial consultation with JICA and government authorities ..." (Mapping Report, p. 14);*

[e.x.]

 - *"As a funder and opinion leader, XX (international NGO) is extremely influential. XX funds other NGOs (*our union was included). It has been involved in the campaign against ProSAVANA since 2009 ... high interest, strong influence. One of the most strategic partners. It needs to be cultivated ..." (Mapping Report, p.20).*
 - *"Solidariedade Nampula (Mr. [REDACTED] [REDACTED] [REDACTED]); it is not against ProSAVANA ... strong influence because of the great adherence (of the platform) with moderate interest, but only with changes" (Inception Report, Draft, 23) ;*
- f) Promoting through its consultants the classification and division of Mozambican peasant organizations and civil society, despite our complaints about the MAJOL inquiry and about the process itself not having been transparent, as well as not wanting to be co-opted:
 - Red: No to ProSAVANA, unwilling to start a dialogue
 - Purple: Will start a dialogue if certain conditions are met
 - Yellow: no clear institutional position taken on ProSAVANA
 - Green: Supportive of ProSAVANA (Mapping Report, p. 32).
- g) Classification as one of the "red organizations" implies exclusion from the process, and isolation from other organizations and peers, as per the following observation made by MAJOL, and as it in fact happened:
 - *"(Red organizations) may be considered as a minority, small enough to be essentially disregarded in terms of negotiations" (Mapping Report, p. 33);*

- h) Meddling in the Nampula Provincial Platform and [REDACTED] as the "target" (see above) despite JICA and its MAJOL consultants knowing that the Provincial Peasants' Unions belong to the platform;
- i) Instructing and funding MAJOL for it to continue meddling in civil society toward the establishment of "one (single) platform for dialogue mechanism", and to promote the isolation and marginalization of organizations that continue to question the program and process ;
- j) Allowing MAJOL to engage in the following insults, intimidation and lies during the "individual consultations" and the "Nampula Workshop" in order to "gain civil society's adherence" (Inception Report, p. 5):
- *"JICA said it would stop ProSAVANA and go elsewhere if it was impossible to work with civil society..."* (November 2015 individual consultation);
 - *"Saying 'No to ProSAVANA' means losing 9,325,000,000 meticaís (130,414,228 U.S. dollars). The Japanese parliament is discussing this matter, and if you do not agree with moving ProSAVANA forward now, all that funding will disappear. Are you all right with that? ;*
 - *"Civil society must take advantage of this money and opportunity. If it loses this opportunity now, it will be lost forever. JICA has money. So, let us advance ProSAVANA."* (Nampula workshop, January 11, 2016)
- k) Allowing and promoting MAJOL's meddling and reporting on our union to JICA in order to bend our will, which is clearly described in its final report:
- *"The fact that the president and provincial representative of the UNAC did not participate in the final meeting should not be seen as a setback ..."*
 - *"The fact that there was no UNAC attendance, but also no public reaction to the meeting, shows that the UNAC position is in flux, and this creates an opportunity, with proper engagement, to bring them fully in to the negotiation process";*
 - *"UNAC was subject to intensive lobbying from a visiting Japanese delegation during the time of this meeting" (Final Report, p.20).*
- l) Planning and following up on the consultants' suggestion to de-empower us, by bringing politicians to represent peasants and residents as members of civil society and for "dialogue":
- *"The tactic of the Nampula civil society organizations to invite Provincial and National Parliamentarians to the February seminar goes some way towards responding to this argument (UNAC's legitimacy);*
 - *"After all, who is better positioned to represent farmers than their own elected representatives?" (Final Report, p. 20).*
- m) Promoting hostility and division amid civil society in our region, supporting the aforementioned "tactics" and materializing this proposal.
- n) Legitimizing and further promoting hostility against us by individuals and organizations divided to align with ProSAVANA and JICA through "Involvement." These would form the "Mechanism of Civil Society for the Development of the Nacala Corridor (MCSC-CN)". Such circumstance is recorded in the minutes of the undisclosed meeting between these individuals, JICA and MASA at JICA Mozambique:
- *"We have already carried out 'sensitization missions' toward other NGOs and the supporters of the 'No to ProSAVANA Campaign' to (promote) align with the vision*

of the 'mechanism' in Maputo and at the provincial level";

- o) Financially supporting further attempts at division, more "sensitization missions" at the local level where the peasants live, following the request of [REDACTED]:
 - In order to visualize the participation in the mechanism at the local level, [REDACTED] requested *authorization* for the network (from the Nampula Platform) to proceed with the "mapping" (in Nampula districts)" (ibid.).
- p) The granting of a consulting contract to an NGO based in Nampula, to SOLIDARIEDADE MOÇAMBIQUE, whose executive director is the MCSC-NC coordinator who has actively participated in the aforementioned unilateral divisive activities, for the revision of the Master Plan in relation to the consultants' needing to have a higher degree of impartiality and transparency (as emphasized by JICA's compliance policy) ;
- q) Organizing and financing the Mozambican press' reporting that promotes the divisive discourse on "Three Liberated Provinces of Maputo," knowing that we, the peasants of the North, are also opposing the program and the process.

<The Facts>

- a) This is not true
(Explanation)
See Points 7, 8 described later.
- b) This is not true
(Explanation)
See Point 20 described later.
- c) This is not true
(Explanation)
See Points 16, 17, 18 described later.
- d) e) f) g) h) i) j) k) l) m) This is not true
(Explanation)
See Points 19, 21, 22, 23 described later.
- n) o) This is not true
(Explanation)
See Points 25, 26 described later.
- p) This is not true
(Explanation)
See Points 24, 25, 26 described later.
- q) This is not true
(Explanation)
See Points 28 described later.

4. Failure to take responsibility for making the Guidelines Effective

Point 5. (Objection Request page 16)

- a) Failure to understand the Guidelines by the JICA team that dealt with ProSAVANA, which insisted that the Guidelines be implemented as soon as the Master Plan was finalized and the projects for implementation were determined;
- b) No explanation and no effort made to the counterparts of JICA, Mozambican government officials of the Ministry of Agriculture including the Coordinator of ProSAVANA (██████████), to learn of the existence of these guidelines and to understand them;
 - *The ProSAVANA Coordinator denied knowing of the existence of the Guidelines and instead insisted, in the meeting with the Japanese NGOs, that the Mozambican government has its own law on September 1, 2015;*
 - *Faced with this situation, JICA's staff excused the situation by saying "let's explain the Guidelines later".*
- c) No translation or explanation of the available Guidelines meets repeated requests;
- d) The establishment of the "Communication Strategy" and other subprojects are not in accordance with the Guidelines;
- e) The obvious lack of knowledge and understanding of the Guidelines by JICA's consultants, evident in their results reports and public discussions and interviews, when contracting JICA's subprojects (see above)

<The Facts>

- a) This is not true
(Explanation)
 - At the 13th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA, which was held prior to the 14th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA mentioned in the Objection Request, JICA explained that the Master Plan Study is classified as Category B and that the actions required for a Category B project are being implemented. The claim that there was "failure to understand the Guidelines by the JICA team that dealt with ProSAVANA" is not true.
- b) This is not true
(Explanation)
 - The Master Plan Study Team compiled an outline Portuguese version of the JICA Guidelines for Environmental and Social Considerations and explained it to employees of central and local Mozambican government agencies between June and August 2012. The claim that "no explanation and no effort (were) made" is not true. Also refer to Point 29.
 - We have no record of the ProSAVANA Coordinator saying that he did not know about the existence of the Guidelines at the said meeting.
- c) This is not true
(Explanation)
 - The JICA Guidelines for Environmental and Social Considerations have been translated into English, Spanish, French, and Chinese. There is no Portuguese version, however, as described above, the Master Plan Study Team compiled an outline Portuguese version of the Guidelines and explained them to employees of central and local

Mozambican government agencies; hence, the claim that there was "no translation or explanation of the available Guidelines" is not true.

d) This is not true

(Explanation)

- The "Communication Strategy" was compiled with the objective of resolving misunderstandings about ProSAVANA founded on insufficient or inaccurate information and promoting better understanding for the ProSAVANA project among the various stakeholders in the target area.
- Preparation, etc. of the Communication Strategy with these objectives cannot be construed as running counter to the ideals and purport of the Guidelines.

e) This is not true

(Explanation)

- The basis behind the Objection Request's claim about "the obvious lack of knowledge and understanding of the Guidelines by JICA's consultants" is unclear. As is described above, the Master Plan Study Team explained the outline Portuguese version of the Guidelines to government employees; hence, the stated claim is not true.

5. Direct link between JICA's non-compliance with the Guidelines and substantial damages caused

Point 6. (Objection Request page 17)

[Our demonstration and communication with JICA: October 2012 - June 2013]

- We, the peasants of the affected region, through our representatives, presented (A) and (C) not only to three governments but also presented these demonstrations directly to JICA representatives in February and May 2013 during the official visit to JICA and MOFA in Tokyo.
- During the official visit, JICA representatives promised our representatives that they would seriously consider the statements, try to improve the transparency of the program and its projects, and continue the dialogue.

<The Facts>

- The only part we could not confirm in our records was the part stating "... try to improve the transparency of the program...", however, the other parts of Point 6 are true.

Point 7. (Objection Request page 17)

[JICA's moving forward with the subproject to establish the "action and intervention plan" related to local peasants and their organizations: June-October 2013]

- However, rather than complying with those promises, without informing the civil society members of the three countries, including the Japanese civil society that met with them every two months in the MOFA, JICA established the project [(a) Definition of Communication Strategy] under ProSAVANA-PD.
- This was unknown to the public since JICA did not launch any public tender but merely sent "requests for proposals" to various consulting agencies in July 2013.

- It is now known that before that, JICA prepared the document entitled "**Communication Strategy in the Framework of ProSAVANA**" and its instructions to consultants, the content of which is filled with interventionist items.
- Here are some of JICA's instructions:
 - "4.2. Work methodology in the area of Social Communication" (p. 3):
 - 4.2.2. Establish a communication strategy for each target group in order to know (clarify): ... (4) Target audience of the program: farmers in the provinces of Nampula, Zambézia and Niassa as the first priority; extension workers of provincial and district Agriculture bureaus; producers' associations; cooperatives; NGOs; producers' organizations; National and international CSOs.
 - "4.2. ToR's Expected Result" (p. 4):
 - Proposal of intervention and action plan for each identified target group. (the target group indicated in 4.2.2.)
- The contract was awarded to CV&A, which entered into another contract with JICA under another subproject, ProSAVANA-PD, as from December 2012, for two months.
- Based on the above instructions given by JICA, CV&A started its consulting services with ProSAVANA proponents and submitted its final proposal titled "**ProSAVANA: Communication Strategy**". JICA accepted, and the final version was defined in September 2013.
- In the "**Strategy**" we found surprising, offensive, abusive and devastating comments.
- Only a few of the descriptions are shared here. The remainder should be viewed in the original document. (*We hope that the Examiners and the Japanese people who support JICA read this "Strategy" to understand the shock and pain we have endured). On pages 34 and 35 the following recommendations are made:
 - "The direct contact with communities, if it's proved, lessens these associations as spokespersons of communities or farmers";
 - If one withdraws importance to civil society organizations in Mozambique, one significantly weakens foreign NGOs operating in Mozambique ...
 - Creation of district collaborators.
- In particular, at the community level, it was recommended that a "**network of district collaborators**" be established, and the "collaborators" of each of the 19 districts were identified by Mozambican government agencies. One of its objectives was "to devalue us" as well as our claims in the eyes of the rest of these communities and their members.

<The Facts>

- It is true that we did not inform the civil society members of the three countries of the items concerning the Contract related to Preparation of the Communication Strategy Definition, however, procedures concerning this contract were implemented according to JICA's Procurement Rules. We normally do not convey information about procurement contracts to external parties as it arises.
- It is true that we sent "requests for proposals" in July 2013, however, this is in accordance with JICA's Procurement Rules and is not a problem.
- The part of the TOR raised in the Objection Request is as shown below. Judging from the

overall TOR document including the passages before and after, it is clear that the purpose of the contract is to expedite understanding for the Project. The claim that the TOR contained “interventionist” contents is thought to arise from misinterpretation of the word “intervention”. In Western dictionaries, “intervention” is generally defined as “action taken to improve or help a situation¹” and is a commonly used term in public projects and development assistance.

Original Text	English Provisional Translation
4.2 Metodologia de trabalho na área de Comunicação Social: 4.2.2. Estabelecer uma estratégia de comunicação para cada grupo alvo do Programa, a saber: (4) Público alvo do Programa: agricultores localizados nas Províncias de Nampula, Zambézia e Niassa, num primeiro momento; extensionistas das direcções provinciais de agricultura e direcções distritais de agricultura das três províncias; funcionários do Instituto de Investigação Agrária de Moçambique; Associações de Produtores; Cooperativas; Organizações Não Governamentais; Organizações de Produtores, entre outros identificados ao longo da consultoria, Organizações da Sociedade Civil nacionais e internacionais.	4.2 Methodology of work in the area of Social Communication: 4.2.2. Establish a communication strategy for each target group of the Program, namely: (4) Target Audience of the Program: farmers located in the Provinces of Nampula, Zambézia and Niassa, at first; extension officers of the provincial directorates of agriculture and district directorates of agriculture of the three provinces; officials of the Institute of Agricultural Research of Mozambique; Associations of Producers; Cooperatives; Non-Governmental Organizations; Producer Organizations, among others identified throughout the consultancy, national and international Civil Society Organizations.
4.2 Resultados Esperados: - Proposta de <u>intervenções</u> e plano de ação para cada grupo alvo identificado.	4.2 Expected Results: - Proposal of <u>interventions</u> and action plan for each identified target group.

- It is true that this contract was given to CV&A and that the final deliverable was submitted in September 2013. Prior to this time, it is also true that a contract was signed with CV&A for 2 months from December 2012.
- It is true that the “network of district collaborators” was included in the proposal made by CV&A, however, such a “network of district collaborators” was not established in reality, and the Objection Request’s claim that one of the objectives was to “devalue us” is not true.

<Reference> Attachment 1-1 Communication Strategy (Portuguese original)
Attachment 1-2 Communication Strategy (English provisional translation)

Point 8. (Objection Request page 19)

[Note on the causal link with the above events]

- All the official documents related to the “Final Communication Strategy”, i.e., the contract, the ToR and the result of the consultancy (“Strategy”), point to the same directive: how to devalue, undermine importance, weaken and isolate the Mozambican peasants, peasant associations, social organizations and civil society organizations that question or oppose

¹ Example:
<http://www.oxfordlearnersdictionaries.com/definition/english/intervention?q=intervention>

ProSAVANA.

- Of course, this violates not only the promises made by JICA but also the principles of "international cooperation" established by its Guidelines, the Charter of the United Nations and our Constitution:
- JICA denied having had such "intentions", but the following process shows the recognition, involvement and promotion of such plans by JICA:
 - In August 2016, this content was analyzed and the civil society organizations from three countries, including us, expressed our objection (see introduction);
 - In October 2016, JICA argued that it was a problem of "translation/interpretation" of the "Strategy" text in Portuguese;
 - Finally, in December 2016, MOFA shared the **English translation of the "Strategy"** prepared by CV&A for JICA, and was kept hidden from the civil society.
 - As it became clear that the translation present in the declaration was identical to the translation in English offered by MOFA, JICA changed its argument. JICA declared that only "some plans" were implemented, and once again emphasized that JICA never had such intentions, (thus, the CV&A is responsible).
- This argument is not relevant, since the following facts have now been revealed:
 - a) JICA accepted this "Strategy" as a final report for its sub-project. According to the TOR from JICA, it allocated the procedures and time for the supervision of the "draft/preliminary report" before its finalization. If they had not agreed with the content or if they judged it was contrary to the Guidelines, they should have instructed their consultants to proceed in agreement with them;
 - b) JICA admitted the implementation of "some of the plans" present in the "Strategy", but did not give details about the "plans" that were implemented and the ones that were not, neither classified the reasons for the implementation of some and not all;
 - c) It is now known that JICA established a "**Direct Contracting**" for the implementation of the "Strategy" with the same agency (CV&A) that "defined" this strategy as harmful and "interventionist", showing the ratification of JICA to the project result and its accountability.
 - d) Finally, in December 2016, JICA admitted its exclusive accountability on these sub-projects, especially both projects on "Communication Strategy", without informing its partners on the triangular cooperation (the Mozambican and Brazilian governments).

<The Facts>

- a) As is stipulated in the contract TOR, "the Communication Strategy" is the deliverable of the contract and it is true that JICA inspected the deliverable Communication Strategy as the procedure for confirming completion of the contract work. Establishment of a period for confirmation prior to establishment of the final version is the same as in any other conventional contract. We sincerely accept the criticism that the guidance offered to the consultant concerning the quality of the deliverable was inadequate, however, this does not change the fact that the Communication Strategy was the contractor CV&A's proposal to JICA and was not regarded as JICA's view or policy or as an official document of the

Mozambican government and ProSAVANA project. The Communication Strategy is regarded as a reference document for use when implementing the ProSAVANA project and its contents are optional in implementation.

- b) It is true that JICA implemented "some of the plans" described in the Communication Strategy. The implemented items are generally understood to be public relations activities, which are normally not announced as they occur during the planning stage. We provide information as far as possible if any inquiries are made.
- c) It is true that we signed a contract to implement some of the items that were proposed in the Communication Strategy on June 20, 2014. Execution of this contract required the capacity to understand the awareness and claims of a very wide range of targets including the residents of the ProSAVANA project area, civil society organizations, Mozambican government officials, donors, etc. and to select rapid and effective means of conveying public information. Judging CV&A to possess the required capacity, the "Direct Contracting" was concluded in accordance with the Accounting Rules of JICA Article 23 Section 1 and the Detailed Rules of Contracts on Consultants Article 16 Section 2.

The Objection Request's claim about "harmful and interventionist" matters has no clear basis and, as was indicated under Point 7 above, is thought to arise from partial misinterpretation of the English text. The goal of compiling the Communication Strategy was as indicated in Point 5.d); hence this claim is not true.

- d) At the 19th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA that was held on December 7, 2016, JICA merely explained that it had placed the order for this contract work. Moreover, at the same meeting, it explained that it had proposed execution of part of the Communication Strategy proposals to the Mozambican and Brazilian governments; hence the claim that no notification was given to the "partners on the triangular cooperation (Mozambican and Brazilian governments)" is not true.

Point 9. (Objection Request page 20)

[Our approach for the three governments and JICA: August 2013]

- While JICA and its consultants were ready to prepare and activate its "strategy" to intervene and to "depreciate us" in the sub-projects, we, the peasants, were trying to reach the three governments to keep an open and democratic dialogue on the ProSAVANA, particularly its Master Plan. These efforts were materialized with the 1st Triangular Conference of Peoples about the ProSAVANA, held on August 7, 2013, in Maputo.
- Us and the Japanese NGOs requested the participation of JICA representatives and members from the Japanese embassy in Maputo, but they refused the invitation due to "different commitments that had been previously booked" and did not send any substitute.
- The Minister of Agriculture (MINAG/MASA), along with his employees and province directors, took part in the conference that represented the three countries.
- Over 250 peasants were present, as well as representatives from civil society organizations from the three countries.

[Minister threat at the 1st Triangular Conference of Peoples: August 2013]

- Nonetheless, the abuse of human rights happened before the conference. The organizers

prepared a coffee room for the important guests, like the Minister of Agriculture and his officials. Before everybody went onstage, the Minister suddenly went before our president and told him the following:

- *"You did not want to say what is stated in the declaration because the foreigners wrote it for you. You are all puppets. And remember, anyone who steps in my way will receive intense pain".*
- *All in the room were speechless and felt threatened.*
- When the Minister left the conference after the first part, a group of national newspapers and TV programs suddenly appeared, and started their interviews. Then, he declared that all our protests are "conspiracies" by outsiders. This was broadly covered by national and international newspapers.
- 2 weeks later, a similar comment was repeated in Nampula by the Agriculture Province Director (DPA) during a meeting where all the district administrators and [REDACTED] were present. This was also covered by a national newspaper. One of the directors from SDAE declared:
 - *"The type of obstacles do not matter, we will implement ProSAVANA".*

[Note on Causality]

- We consider this a direct abuse on the freedom of speech and human rights. We have been threatened, intimidated, blackmailed, oppressed and insulted. It is serious, since this was done by someone who has the supreme power in the ministry, above his senior officials. It goes without saying that the institutional influence of such a fact and speech is tremendous.
- Now we know that this sudden flowering of a "conspiracy theory" and a meeting of local media was the result of planning by CV&A in the "Strategy".
- The action proposed in the "Strategy" was as follows:
 - *"None of these measures work, Questioning or criticizing (fomentation of criticism by some Mozambican authorities) the role the foreign organizations have in Mozambique (see pages 34-35).*

<The Facts>

- JICA representatives and members from the Japanese Embassy in Maputo did not attend the 1st Triangular Conference of Peoples because they could not respond to the invitation that was sent the day before the conference on August 6, 2013. The Requesters cites JICA's "tardiness" in giving various notifications (20 days before staging, etc.), however, this contradicts the claims made in this item.
- Since we were not in attendance, we cannot confirm the Minister of Agriculture's comments. Meanwhile, the Brazilian newspaper article that is quoted in the Objection Request (Note 60) states that the Minister's words were as follows: "É uma conspiração para manter Moçambique dependente da importação de comida" (English translation: "It is a conspiracy to keep Mozambique dependent on food imports"). Therefore, the claim made concerning this part is a misinterpretation and is not true.
- Concerning the meeting that was held 2 weeks later in Nampula, too, contents of the Brazilian newspaper article that is quoted in the Objection Request (Note 61) are as shown below. Therefore, the claim made concerning this part is a misinterpretation and is

not true.

Original Text	English Provisional Translation
"Temos forte convicção de que a propaganda falaciosa que está a ser movida para desacreditar o ProSavana vem de fora do país. Os seus mentores usam algumas organizações nacionais que se fazem passar por porta-vozes da sociedade civil para desacreditar a iniciativa triangular, agitando as comunidades para se revoltarem contra o Governo alegando um alto risco de usurpação das suas terras que na realidade não existe" - sublinhou Pedro Dzucula.	"We are strongly convinced that the fallacious propaganda that is being moved to discredit ProSavana comes from outside the country. Their mentors use some national organizations that pose as civil society spokespersons to discredit the triangular initiative, stirring up communities to revolt against the government claiming a high risk of usurpation of their land that does not actually exist," he said. Pedro Dzucula.
No referido encontro foi vincada a necessidade do envolvimento das organizações que trabalham na divulgação da Lei de Terras e respectivo regulamento para a promoção da iniciativa ProSavana ao nível das comunidades. Este posicionamento foi defendido pelos directores dos Serviço Distritais das Actividades Económicas, que garantiram assumir o seu papel de monitorar a divulgação do ProSavana para remoção de possíveis obstáculos.	The meeting highlighted the need for the involvement of organizations working on the dissemination of the Land Law and its regulations for the promotion of the ProSavana initiative at the community level. This position was defended by the directors of the District Economic Services, who ensured that they assume their role of monitoring the disclosure of ProSavana to remove possible obstacles.

Source: Noticias of August 26, 2014²

- Moreover, as has previously been explained, activities selected for implementation from the Communication Strategy comprise only the creation of posters, pamphlets and other public information resources; hence the claim about "the result of planning by CV&A in the Strategy" is not true.

Point 10. (Objection Request page 22)

[Denial of connection with Brasil-Cerrado in August 2013]

- During the conference in August 2013, a heated argument was the total disappearance of the story related with Cerrado and the Brazilian development, from the explanation of Mozambican authorities.
- Before our first "Speech", there were several activities and speeches promoted by JICA and the three governments, connecting directly the Brazilian Cerrado and the agribusiness to the ProSAVANA. Still in January 2013, more than half of the explanation from JICA about ProSAVANA was about JICA's previous cooperation program to the Brazilian Cerrado, the PRODECER.
- Also before the conference, the provisional version of the Master Plan, to which we had informal access, Report Nº 2 [Nº 3] (JICA Note: referred to as the " Report No. 2" in the JICA statement below), revealed its interests in promoting the international investment in the production of soy beans on a large scale for exports, like the Brazilian Cerrado.
- Based on the information described above, the peasant and civil society organizations

² <http://www.jornalnoticias.co.mz/index.php/economia/21766-prosavana-vai-avancar.html>

criticized the model brought or founded of the Savanna.

- Even so, though not admitting the leaked report as authentic or revealing its reports voluntarily, the government officials present at the conference were insulting, saying the civil society was providing baseless lies.

[Note on the Causality]

- Later on, it was also revealed that this was one of the strategies CV&A recommended at the "Communication Strategy"
- *"In addition, following a communication strategy that eliminates the relation/link of the Nacala Corridor for the Brazilian Cerrado we depreciated some of the main arguments that these international NGOs used last year." (see pages 34-35).*
- These explanations, insults and denial on (i) the disclosure of reports from the Master Plan and (ii) the recognition of the leaked report indicate the abandonment of responsibility by the Project's Proponents.
- Nonetheless, this was made possible and promoted by the series of contracts from JICA to the "Communication Strategy" and negligence of its responsibility in promoting the understanding and fulfillment of the Guidelines by the Project Proponents.

<The Facts>

- Since JICA representatives and members from the Japanese Embassy did not attend the 1st Triangular Conference of Peoples, we do not know whether or not the connection between the ProSAVANA project and the Cerrado project in Brazil was denied. Also, JICA is not aware that controversy arose because the Mozambican authorities failed to mention Cerrado and development in Brazil.
- Before the ProSAVANA project was conceived, the governments of Japan and Brazil had hammered out a policy for cooperating in providing assistance for agricultural development in Africa based on utilizing Brazil's experience in the Cerrado project, however, as the Master Plan Study progressed, since it became obvious that the development model for Cerrado in Brazil differed from the development model that needs to be adopted in the ProSAVANA project, it was no longer necessary to mention the Cerrado development. There is nothing unnatural about making amendments and reviewing and improving reports according to the progress of a study.
- Concerning the part about "promoting international investment in the production of soy beans on a large scale for exports", it is true that Report No. 2 (defined as a working report, created March 2013) contained review of a project for soy beans with a view to exploring the possibility of exports, however, as a result of subsequent examination, this was not proposed in the Provisional Draft of the Master Plan that was published in November 2016.
- We have not been able to confirm the claim that "government officials present at the conference were insulting, saying the civil society was providing baseless lies."

Point 11. (Objection Request page 23)

[Massive oppression at district level and the Peasant Voice "Nampula Declaration" and "No to the ProSAVANA"]

- After September 2013, the massive oppression started to happen, mainly at district and

province levels.

- In the case of the Zambézia province, the district administrators and province governor said this to the peasant leaders:
 - *"Tell us if there is anyone against ProSAVANA, we will put them in jail".*
- Due to this systematic oppression at local level, during our annual national meeting, we discussed how to go beyond the circumstances. And, collectively, we created a declaration, the "Nampula Declaration":
 - *"We, the peasants, condemn the intimidation, the blackmailing, the co-optation, and the manipulation made by the ProSAVANA coordination team, by the district administrators and their assistants, under the guidance of national government leaders and proponents of ProSAVANA and their leaders".*
- These accounts were communicated to JICA, but nothing changed.
- Thus, in order to protect each other in a more organized way, we established the "No to the ProSAVANA Campaign" on June 2, 2014. Our representatives read the declaration, stating what happened to us in mid-2013 to 2014, our distress and decisions:
 - *"There are many intimidation and extortion campaigns against the leaders of peasant organizations, social movements and civil society organizations by the planners and proponents of ProSAVANA".*
 - *"We refuse all the manipulation, co-optation, intimidation and criminal actions against the leaders, organizations and activists against the program."*

[Note on the Causality]

- One of the most important objectives of the "Strategy" was the creation of a functional and efficient network of governmental officers and organs in the central government (Prime Minister, ministers and MASA) with local communities, in order to promote the program while "it depreciated the powers of associations within the communities";
- This network was called **"Network of District Collaborators"** to be established in each district, and each of the district administration offices, counterparts of ProSAVANA, **SDAE, selected "collaborators" to the ProSAVANA** ("Strategy", page 23);
- Meetings for these "collaborators" with SDAE and the Agriculture Province Departments (DPA) should be organized (ibidem, p.23);
- And such a meeting was held in Nampula soon after the 1st Triangular Conference of Peoples, in August 2013, where the "conspiracy theory" was shared (see above);
- Such strategy and activities established and performed in the JICA sub-project scope, resulted in the creation of a hostile and oppressive environment at local administrative levels where we reside. And now, finally, we understand that this was the backdrop of systematic abuses, experienced in all districts affected by the program.
- Once created, this network and hostility promoted in the ProSAVANA-PD scope, remains in the society and was mobilized during the Public hearing, organized by MASA, DPA and SDAE in April 2015.

<The Facts>

- "After September 2013" is understood to mean the 14 meetings that were held using the Concept Notes (from September to December 2013). We understand the "Nampula Declaration" to have been announced in September 2013 and the comments of the

governor, etc. of Zambezia Province to have been quoted by the civil society at the 2nd Triangular Conference of Peoples held in July 2014. There is some confusion regarding the sequence of events, and it is not clear which behavior of JICA is being targeted for criticism, however, JICA has consistently sought a careful dialogue starting from the 14 meetings mentioned above. Considering that, in spite of criticisms, public consultations that were attended by a total of some 3,000 people were staged (see Points 13, 16~19 for details), the MCSC was established as a platform for dialogue with civil society organizations, and a concrete plan of dialogue was compiled (see Point 26 and 1 General Remarks (2)), the claim that "these accounts were communicated to JICA, but nothing changed" is not true.

- "Construction of the network of district collaborators" was included in the CV&A proposal, however, no such activity was implemented in reality and no such networks were established in the district administration offices. The basis of the claim is unclear.

Point 12. (Objection Request page 24)

[The hidden sub-project from JICA "Implementing the Communication Strategy" and its third Agreement with CV&A under the "Direct Contracting"]

- While we were trying to protect ourselves with the legal and available measures, provided by law and guidelines, we just learned of it now, but JICA created another sub-project to implement the "Strategy" on June 20, 2014, 18 days after our campaign was launched.
- But, once again, it did not go public with this.
- Instead, JICA gave the "Direct Contracting" to CV&A in June 2014.
- This fact provides more proof that JICA welcomed the consulting services and their results by CV&A, including what is in the "Strategy".

<The Facts>

- As was indicated in Point 8.c) above, a contract for implementing part of the items proposed in the "Communication Strategy" was signed as a Direct Contracting on June 20, 2014. Such procedures are not normally publicly disclosed, however, since utilization of the contract deliverables and steps for information disclosure were conducted appropriately in accordance with the rules, the claim that this was "hidden" is not true.
- Moreover, one of the reasons for selecting CV&A was that we deemed it to possess the necessary capacity for executing the work; hence the claim that JICA "welcomed" the consulting services is unfounded.

Point 13. (Objection Request page 25)

[Our approach for the three governments and for JICA: July 2014]

- Without knowing that the "implementation" project was established and activated, our national union and other civil society organizations held the "2nd Triangular Conference of Peoples about the ProSAVANA" on July 25, 2014 in Maputo.
- Once again, we invited the three governments and JICA, and with the help of Japanese partners, JICA's representative in Mozambique and a representative from the Japanese Embassy took part in the conference.
- However, none of the Project Proponents explained the new JICA initiative under the

ProSAVANA-PD, that is, the "Implementing the Communication Strategy" project, hired a month prior to the event.

- Once again, the three governments insisted in the lack of relation between ProSAVANA and the Brazilian Cerrado, and there was no reply to the "**Open Letter**".
- However, as the "Strategy" suggested (now we know), not directly but indirectly, they announced the declaration, stating that "no investment regarding the land works will be brought under ProSAVANA".
- During the conference, the peasant leaders from three provinces shared the human rights abuse cases before the representatives from the three countries. However, they did not apologize nor promise to investigate and repair the damages.
- Thus, Japanese partners took these questions to their regular meetings with JICA and MOFA in Tokyo. However, as JICA and MOFA stated that the report they received from their representatives in this conference does not mention these questions at any time, they will not deal with these allegations.

<The Facts>

- It is true that representatives of the JICA Mozambique office and the Japanese Embassy participated in the "2nd Triangular Conference of Peoples" held in Maputo on July 24, 2014.
- As was explained in Point. 8.b), the local consultant agreement that was signed in June 2014 is not something that needs to be publicly disclosed as it occurs.
- At the conference, the three governments commented about utilizing 40 years of experience and technology on tropical farming accumulated in Brazil with a view to improving production quantities and productivity in Nacala Corridor, and they stated that positive aspects of these experiences rather than the PRODECER approach itself would be utilized.
- Concerning the "Open Letter", we understand that there were several comments and explanations indicating that the Mozambican government would handle it; hence the claim about there being "no reply" is not true.
- It is true that JICA, Brazil ABC, and the Mozambican Ministry of Agriculture (the current Ministry of Agriculture and Food Security) in July 2014 announced a "Joint statement on private investment" stating that no private sector investment of any kind that accompanies expropriation of land for agricultural production will be recommended or supported within the framework of the ProSAVANA program.
 - Joint statement (English)
<http://www.prosavana.gov.mz/joint-statement-on-private-investment-within-prosavana/>
 - Joint statement (Japanese, extracts)
<http://www.mofa.go.jp/mofaj/gaiko/oda/files/000109389.pdf>
- When the peasant leaders talked about human rights abuse cases by the Provincial Directorate of Agriculture(DPA)at the UNAC conference of northern regions in 2013, the Mozambican government officials responded that the facts were erroneous.
- At the 10th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA regarding the ProSAVANA program in February 2015, when debate was conducted about the reports by the peasant leaders on threats at

the conference, JICA and MOFA reported that they could not absolutely confirm the factuality of threats based on their available information. Considering that the importance of open and inclusive dialogue was stressed at this conference, JICA and the Mozambican government planned the implementation of public hearings that attracted participation by roughly 3,000 residents from April 2015 (see Points 16~19 for details on the public consultations).

Point 14. (Objection Request page 25)

[The reply to the Open Letter, supposedly signed on May 27, 2014]

- 2 weeks after the conference was held, on August 27, 2014, a formal "reply" was issued by the Minister of Agriculture towards the organizations signing the Open Letter, issued in May 2013.
- The content was not a "direct reply" to the claims and requests made in the Open Letter, as the "Strategy" suggested.
- Curiously, according to the hand-written date, the "reply" was signed by the Minister on May 27, 2014, but the existence of this reply was not mentioned by anyone in any occasion before the day the letter was delivered. This includes the 2nd Triangular Conference of Peoples.

<The Facts>

- It is true that a formal "reply" was issued by the Minister of Agriculture on August 27, 2014.
- There was no direct link between the Minister's reply and the "Communication Strategy"; hence the statement "as the "Strategy" suggested" is unfounded.
- Concerning the concerns about the ProSAVANA program and building of a dialogue mechanism and the proposal and request for support for family farmers and peasant farmers as indicated in the Open Letter (May 2013), the Minister's reply expressed the importance of such concerns and mentioned capacity building of small- and medium-scale producers in rural areas and meeting of the needs of rural communities; hence the many points in the reply corresponded to the Open Letter, and the claim that the content "was not a "direct reply"" is not true.

<Reference> Attachment 2-1-1 Open letter (Portuguese original)

Attachment 2-1-2 Reply (Portuguese original)

Attachment 2-2-1 Open letter (English provisional translation)

Attachment 2-2-2 Reply (English provisional translation)

Attachment 2-3-1 Open letter (Japanese provisional translation)

Attachment 2-3-2 Reply (Japanese provisional translation)

Point 15. (Objection Request page 25)

[The forced acceptance of the ProSAVANA implementation project (PEM)]

- After this conference, the field trips from ProSAVANA teams, made up of JICA's Japanese consultants and local officials from SDAE, became active and there was pressure towards the acceptance of pilot-projects (ProSAVANA-PEM) in districts.
- Regarding Nampula, the District Union of the Peasants from Monapo was one of these

organizations targeted by JICA and SDAE. The ProSAVANA team insisted in receiving a machinery of ProSAVANA-PEM.

- There were national elections in October 2014 and in January 2015 and the new government was created. Thus, the activities related to ProSAVANA suddenly became quite silent.
- But when February 2015 arrived, the repeated approach restarted. The team visited the storage of the district union in Monapo and insisted on opening it for measurement and to present a list of members belonging to the union. [REDACTED] refused due to not having a deal and the groups against ProSAVANA in the Nampula Province.
- Thus, the team suddenly appeared in the office of the Peasant Province Union and requested the presence of the peasant province leader, who was working in his plot. This happened in the middle of the rainy season.
- The leader gathered with the team stating that, though the master plan had not been disclosed and the peasants and civil society organizations opposed the program, they should not start its implementation and should not go to districts to exert direct pressure over the members.
- In turn, the team insisted with him to share the list or members of the union, and when he refused, the Mozambican government officer, followed by JICA's consultants, threatened him as follows:
 - *"If you are against the program, you know what will happen to you."*
- This case was taken to JICA by the Japanese partners soon after the story, but JICA refused to admit it, still insisting that it would check with its consultants and the local government. So, when the peasant leader arrived in Japan in July 2015, he repeated the story (threat), but none of JICA's representatives showed interest or apologized, simply saying the following:
 - *"We will check with the local government."*

<The Facts>

- Concerning lending of the milling machine mentioned, the PEM Japanese consultants and local extension officers consulted and reached agreement with the peasants and groups concerned by following the steps described below:
 - Compilation of a list of candidate areas and groups based on the selection criteria that were agreed with the Nampula Province Agriculture Department
 - Consultation with the candidate groups and provisional selection of the target groups (2 groups including UDCM)
 - Consultations with these 2 groups once every week (May 2014~)
 - Agreement with UDCM (September 2014)
- We have been unable to confirm any threats made by Mozambican government officers.
- At the general conference of UDCM held in January 2015, despite being told that UDCM was willing to participate in the PEM activities, it communicated its intention to withdraw support in February 2015. We inquired about the circumstances, however, no evidence of "pressure" or "threats" could be ascertained.

Point 16. (Objection Request page 26)

[The sudden public consultation of the Master Plan in the Zero Draft (JICA Note: referred

to as the "Zero Draft of the Master Plan" in the JICA statement) **Project]**

- According to MASA, on March 31, 2015, the Master Plan, *draft* version, along with the schedule about the "District public consultation", started on April 20, 2015, was suddenly published on ProSAVANA's website. No organization was informed of this.
- On April 7, 2015, one of the district unions of the Peasants saw an ad in the newspaper and was shocked. It was intended to be the Draft, and it was discovered that it had only been published on the website and the document had 200 pages.
- The peasant community had 2 weeks to have access, read and understand the document, a feat which was impossible. MASA's announcement also indicated that those who wanted to participate had to register at SDAE [District Services of Economic Activities] offices or those of the District.
- We asked our Japanese partners to elevate this issue in Japan, and they did so, but the JICA President emphasized that JICA and MASA consulted with "large organizations" regarding how to carry out the public consultation during the discussions in the Japanese parliament. Which was untrue. None of the Mozambican organizations were consulted.
- Later, the JICA's rural department insisted that the "prior consultation" that the JICA President mentioned was, in fact, regarding the "People's Triangular Conference" held 8 months prior, where civil society organizations, including us, asked for the disclosure of the draft master plan and a transparent and democratic hearing process.
- We felt betrayed and we were sure that it was not a democratic, transparent and representative consultation guaranteed by FPIC principles, but to have our voice heard in this process and in ProSAVANA, we participated in almost every public consultation together with other national and international partners.

<The Facts>

- Disclosure of the Draft Zero of the Master Plan and the schedule of public consultations were notified via the website, newspapers, TV and radio, and the Draft Zero of the Master Plan and the notices of the district public consultations were sent to the major local civil society organizations and peasant organizations; hence the claim that "No organization was informed" is not true.
- The Draft Zero of the Master Plan was distributed to each district office for reference, and it was also directly sent to the major organizations in the 3 provinces and 18 major civil society organizations and peasant organizations based in Maputo; hence the claim that "it had only been published on the website" is not true.
- Around 20 days were provided between posting on the website on March 31, 2015 and staging of the first district public consultations (Rapale District, Alto Molocué District, April 20), while at least 30 days was provided before staging of the first province-level public consultations. It is difficult to provide sufficient period that satisfies all parties, however, considering that the Mozambican Regulation about Environmental Impact Assessment (EIA) Process (government ordinance 45/2004) (while the Master Plan Study is not subject to EIA, see Point 17 described later) prescribes that a minimum of 15 days is required for announcement of public consultation, the period given was not so short to be described as for words such as "suddenly" and "shocked" to be used.
- It is true that advance registration was sought to prepare the venue, however, anybody who wished to participate in the public consultations was free to visit the venue and to

attend. In fact, many of the participants arrived without advance registration, and no limits were imposed on entry to the public consultation venues. The consultations attracted more than 100 participants on each occasion, for example, Mogovolas District (175 people, 115 people), Lalaua District (96 people), Alto Molocué District (105 people, 129 people), and Gurué District (127 people, 123 people).

- The comments of the JICA President in question were made when explaining how public consultations that had not been envisaged at the start of the Master Plan Study came to be staged, in response to the opinions and views of civil society organizations and peasant organizations asking for the overall image of the Master Plan which was raised at the agricultural policy seminar organized by Ministry of Agriculture and Food Security (MASA) held in June 2014 and at the 2nd People's Triangular Conference organized by civil society organizations in July 2014.

Point 17. (Objection Request page 27)

[public consultation financed by JICA violating the 7 principles of the ministerial decree of MASA]

- The public consultation must follow the principles and procedures established by MASA pursuant to the terms of ministerial decree of Masa 130/2006. The seven principles of public consultation are:
 - a) availability and access to adequate information and the possibility of learning during the process, including technical support; b) broad participation; c) representation; d) independence; e) functionality; f) negotiation; and g) responsibility.
- The public consultation violated all of the abovementioned principles, namely (the details must be consulted in the declarations):
 - a) Technical document with more than 200 pages, unavailable for prior analysis;
 - b) Sudden announcement of the event and its program; with incorrect information about the place and time, obstructing our participation; most of the participants were government officials and members of the ruling party; the government register shows that less than 40% of the participants were peasants (those most affected by the program); they limited the participation of certain members of peasant unions;
 - c) Public consultation moderated by political figures; presence of armed police; intimidating and threatening freedom of expression, accusing the participants who shared critical views on the "anti-development" master plan; ordering not to criticize, only questions were allowed; not allowed to clap hands for the opinion of the participants;
 - d) Time for explanations too limited, interpreters not prepared for the subject, did not understand the content that appears in the document and were not able to convey to others;
 - e) No disclosure and information/explanation on negative aspects of the plan and efforts to build trust with stakeholders who will be affected by the projects, despite the principles of the decree.
- According to the principles embodied in the decree (under G; responsibility), "The public consultation process and the meeting must respond to the concerns of all stakeholders in a responsible and sincere manner," but as the above cases show, the organizers of the public consultation process had no intention of following the principles of the decree.

Instead, none of them appeared to understand the decree. These were observed, filmed and recorded, and included in the statements in the public consultation conducted by us and other organizations.

- However, JICA did not pay attention to these aspects (it was not aware of the decree or the seven principles); instead, it insisted that all problems were derived from the "lack of experience of the Mozambican government" and was a good occasion for the practice. In addition, the MOFA emphasized that "most of the opinions collected were favorable" for the program.
- In fact, the way the public consultations were organized at the district level were party-oriented, and most of the participants were government officials (such as officers and secretaries of district administrations, police officers, nurses and teachers), local entrepreneurs, members of the ruling party (especially women's and youth's organizations, linked to the party), and traditional local chiefs who receive government salaries. In some places, even the ruling party's anthem was chanted before the start of the consultation (*see statements above*).
- In many of the places there were preparation meetings for the public consultation in which individuals belonging to the above categories participated, and at these meetings their questions, answers and comments were duly prepared. In some cases, the same unknown "peasants" of the communities attended the public consultation meetings and read "opinions" previously prepared and favorable to the program.
- We went to Maputo to participate in the public consultation at the National level. When the DPA and other district and provincial counterparts (SDAE) of JICA saw us at the airport, they insulted us by calling us "non-patriots."
- The public consultation in Maputo was presided over and moderated by the Minister of Agriculture and before opening the floor, he stated the following:
 - *"Only patriotic comments are allowed";*
 - *"If you do not want to participate, you may leave".*
- The Minister ended the hearing when there were still 5 people who wanted to share their opinions (*ibid.*).
- We know that "public consultation" cost 8,700,000 yen, a cost covered completely by JICA in spite of the program being announced at all times as a triangular cooperation, so JICA's responsibility is decisive. However, none of the JICA's Japanese officials or consultants who made the preliminary draft Zero of the Master Plan participated in any of the district consultations to follow and monitor them, insisting that these events are "under the responsibility of the Mozambican Government".

<The Facts>

- Ministerial decree of MASA 130/2006 stipulates the basic policy for public participation in the Environmental Impact Assessment (EIA) process based on the EIA Law No. 20/97, government ordinance 45/2004 which establishes the procedures and rules for the said law, and its revised ordinance 54/2015. As was indicated in 1. General Remarks, because the Master Plan Study does not entail formulation of individual and specific project plans, the ministerial decree of MASA 130/2006 does not apply to the Master Plan Study. For the same reason, EIA implementation is not required in terms of the JICA Guidelines for Environmental and Social Considerations either.

- a) The Draft Zero of the Master Plan was posted on the website, distributed to the district offices, and also individually sent to local civil society organizations and peasant organizations; hence the claim that the documents were unavailable is not true.
- b)
- As was indicated in Point 16, the claim that the public consultation was “suddenly” announced is not true. The scheduled date and time of the public consultation was changed in four districts, namely Malema District, Chimbonila District, Majune District, and N'gauma District, however, the changes were notified via community radio, etc. It is common for the scheduled date and time of public consultations to be revised due to circumstances, so the basis for claiming “obstructing” are unclear.
 - Peasants accounted for 51% of the participants in the district public consultations (1,359 out of 2,662 participants); hence the claim that “most of the participants were government officials and members of the ruling party; ... less than 40% of the participants were peasants” is not true.
 - JICA could not confirm the fact that the participation of certain members of peasant unions was limited.
- c)
- JICA could not confirm the fact that all public consultations were moderated by “political figures”.
 - Concerning the claim that armed police were present at venues and intimidated participants, it is true that police were present at two public consultations implemented in Nampula Province in April 2015, namely the consultations in Meconta District (4/23) and Muecate District (4/24); however, the police conducted no intimidating speech or behavior. In Mozambique, it is common for police officers to (voluntarily) go to places where many people gather with the aim of preventing trouble, and to be invited to such gatherings as an important position in a community. The claim that residents were intimidated just through the presence of the police runs counter to the truth.
 - JICA could not confirm the fact that participants who were critical of the Master Plan were accused or the participants were ordered not to criticize and that only questions were allowed.
 - In the interests of smoothly advancing the meetings, it is true that participants were asked not to clap hands for comments at some public consultation venues (Malema District, etc.).
- d)
- Meeting times of the district public consultation varied from the minimum of 2 hours up to 5 hours, but most meetings lasted 3 or 4 hours; hence consideration was given to hear the opinions of residents as much as possible.
 - JICA was unable to confirm whether the claim related to interpreters is true or not.
- e)
- The public consultations were attended by various stakeholders, who stated their concerns and opposition and took part in discussions. Such consultations were staged 41 times in 19 districts in three provinces; therefore, the claim that there were “no ... efforts to build trust with stakeholders” is not true.
 - The quoted comments by JICA and MOFA were made at the 12th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs

and JICA staged in July 2015, however, JICA stated that the Mozambican government did make an effort to conduct dialogue with the peasants etc., even though there may have been inadequacies, and the importance of proceeding with dialogue in this manner. JICA understands that the MOFA introduced the fact that various opinions, both those in favor and those against, were raised.

- As is described above, the claim that “most of the participants were government officials (etc.)” is not true.
- Also, JICA could not confirm the fact that the ruling party’s anthem was chanted before the start of the consultation at some venues.
- We could not confirm the fact that persons stating favorable opinions were prepared, that preparations were made to pressurize peasants voicing opposition, or that peasants read “opinions” previously prepared and favorable to the program.
- The Mozambican government took the initiative in staging the public consultations; hence we consider it normal to hold “preparation meetings for the public consultation” with officials of district governments when such meetings are staged in districts.
- Upon checking with the Mozambican government, JICA was unable to confirm fact that people were called “non-patriots” as described in the Objection Request.
- It is true that the Minister commented to the effect that “Only patriotic comments are allowed” and “If you do not want to participate, you may leave”.
- At the end of the public consultation which Minister presided over and moderated, there were still some people who wanted to share their opinions, however, the Minister needed to close the meeting because the meeting had already exceeded its scheduled finish time and the Minister had been summoned by the President. Moreover, some of the persons who still wanted to share their opinions had already made comments during the hearing; hence we recognize that a certain degree of consideration had been paid to give opportunities for the participants to raise comments and opinions.
- The costs of the public consultations were borne not only by JICA but also with the Mozambican government.
- JICA’s Japanese staffs and consultants did not attend the public consultations because they did not want to impart unnecessary tension to the participants. However, they assigned the Mozambique staff members to participate the meetings, and also heard the reports from the participants; hence the claim that “JICA’s Japanese staffs and consultations didn’t follow or monitor” is not true. Moreover, JICA’s Japanese officials and consultants participated in the public consultation held in the capital Maputo.
- At the 12th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA, JICA expressed its responsibility as an aid agency while emphasizing the autonomy of the Mozambican government; hence the claim that JICA insisted “that these events are “under the responsibility of the Mozambican Government”” is not true.

Point 18. (Objection Request 29 page)

[Persecution, intimidation, repression after the public consultation]

- We felt that through this public consultation held under ProSAVANA-PD, some sort of top-down (community-level) oppressive system was installed, and we began to feel greater pressure.

- In fact, soon after the district consultations, those who questioned the program began to be persecuted by government officials. Some peasant leaders were called into administrators' offices and intimidated and coerced into collaborating with ProSAVANA:
 - *"Say you accept ProSAVANA";*
 - *Visit all the homes in your community to tell everyone that you are now accepting ProSAVANA."*
- One of the leaders of the Provincial Peasants Union opposing ProSAVANA was also persecuted, summoned to the district government offices from 8:00 am to 2:00 pm, and was subjected to intimidation and questioning. During this time, the district government official threatened to detain him and bring him to court.
- These testimonies were communicated to JICA, but again, they were not taken into account; on the contrary, JICA stated that the local government official who was absent from the public consultation only wanted to know what was happening.
- So, all of these cases and many others were presented again in front of the JICA representatives during our official visit to JICA in Tokyo in July 2015, but once again JICA did not take it seriously and just replied that it would check. Nothing happened after that.

<The Facts>

- Concerning the claim of "intimidation and persecution" by district government officials, on inquiring with the district government officials via the Mozambican government, we confirmed that the administrator of Malema District in Nampula Province summoned some peasants (representatives of the Peasants' Forum) to his office for discussion on May 8. According to the district administrator, he conducted hearing about the "participants who left during the meeting" that was reported to have occurred in the public consultations for which he was absent (4/27 and 4/28), however, we were unable to confirm whether or not there was actual coercion, threatening or persecution of participation.
- JICA was unable to confirm the fact concerning the threatening comments made by the district government officials (the District Services for Economic Activities (SDAE) of Mutuali District). In addition to confirming the fact, JICA reported the claims made by the peasants to the Mozambican government, and has requested that the government take steps to prevent reoccurrence. Repeated explanations about these steps have been given to the Japanese NGO; hence the claim that "Nothing happened after that" is not true.

Point 19. (Objection Request 30 page)

[Protest by grassroots civil society organizations]

- Peasant organizations, national and international civil society organizations from various sectors with activities in Mozambique, as well as some research institutions and academics have issued statements of protest to the public consultations and their process.
- The Peasants' National Union and the civil society organizations of the three countries have launched a request to "invalidate the public consultation". This document was delivered to representatives of MOFA and JICA during our representatives' visit to Japan at the end of July 2015.

<The Facts>

- It is true that statements of protest to the public consultations and its process were issued.
- It is true that these were delivered to representatives of MOFA and JICA.

Point 20. (Objection Request 30 page)

[JICA's attempt to divide the Peasants' Union]

- In order to counter the widespread and unified protests and complaints, JICA initiated efforts to bring to Japan a government delegation to promote ProSAVANA, paid by JICA itself. In this governmental delegation, JICA and MASA intended to include a peasant leader belonging to UNAC to show that there are UNAC peasant leaders who are not against ProSAVANA, but rather pro-ProSAVANA. JICA and MASA selected [REDACTED] where they reportedly produced a milling machine that was supposed to be the fruit of ProSAVANA-PEM
- [REDACTED] visited this leader's district and learned that the leader's personal documents were in possession of MASA to obtain a Mozambican passport in order to travel to Japan.
- In addition, it was revealed that JICA indicated to establish a new cooperative for ProSAVANA whose members were selected from the district union by this leader.
- The warehouse of the District Union of Peasants was being used to store the mills offered by ProSAVANA without the Union's knowledge and consent.
- In the middle of delivering this case, our [REDACTED], who visited the district union, lost his life strangely. JICA gave up on taking the district leader to Japan, and, on the contrary, returned to the district to film members of the cooperative, who thanked the Japanese government for the offer of the milling machine in the context of ProSAVANA.

<The Facts>

- It is true that the Mozambican government and JICA considered inviting farmers from Nacala Corridor receiving support under the PEM project to Japan in July 2015. However, the invitation was eventually dropped when it became apparent that the selection of farmers and procedures to obtain passports could not be completed.
- The objectives of the invitation were to conduct: ① discussions with MOFA and JICA, ② exchange opinions with national Diet members and Japanese NGOs, and ③ observation of Japanese agricultural sector. The invitation of the said farmers was intended to conduct ② and ③, in particular. It was not intended to "divide" the Peasants' Union, and we do not know that consideration of such an invitation contributed to accelerating "division" of the union.
- Under PEM project, experimental activities for value-addition have been conducted with a total of three cooperatives among which two are existing cooperatives and one is newly established one.
- As was explained in Point 15, agreement was reached by following a series of steps. The claim that it was done "without the Union's knowledge and consent" is not true.
 - 2014: Compilation of a list of candidate areas and groups together with Provincial Directorate of Agriculture based on the selection criteria
 - January~March 2015: Consultations held once a week

- March 2015: Decision of the name of the new cooperative
- June 2015: Legal registration of the new cooperative

Point 21. (Objection Request page 31)

[JICA's Hidden Establishment of the "Stakeholder Engagement" Project, October 2015]

- With the protest of almost all sectors of Mozambican civil society, without response to the requests expressed in the declarations, JICA established the "Stakeholder Engagement" project under ProSAVANA-PD in order to intervene and break the solid ground of civil society in ProSAVANA and to obtain the involvement of some civil society and peasants' organizations.
- Again, JICA sent a request for proposals to some consulting agencies on October 7, 2015 without launching a public tender or even announcing the establishment of the project, despite the obvious need to ensure transparency and accountability in the ProSAVANA-PD process.
- JICA did not simply omit the facts described above, it also provided false statements during official meetings between NGOs and JICA/MOFA from October to December 2015. Although JICA is the leader and contractor in the "Stakeholder Engagement" project, it continued to give Japanese civil society organizations the following false explanation when pursuing the project:
 - *"As far as we (JICA) know, MASA is currently discussing how to proceed (a dialogue with civil society) ... we are not in a position to explain" (October 27, 2015);*
 - *"The situation has not changed much (since October) ... we cannot say now" (December 8, 2015)*
 - *Denied first when asked if this was done with Japanese assistance.*
- While JICA gave these false explanations to the Japanese partners, it sent a request to Mozambican consulting agencies, received proposals from them, entered into a contract with one of them, and agreed to an initial report, making the first payment and advancing the project.
- JICA's condition in the TOR shows how it attempted to capture Mozambican civil society using contracted consultants (TOR, p.3); it managed to obtain [REDACTED] of WWF Mozambique and ActionAid Mozambique who are funders and partners of many of the organizations of civil society in Mozambique through a consulting agency, MAJOL.
- In November, they began to visit all of the organizations that signed the previous statements, one by one, and realized that JICA was trying to intervene in civil society. However, they had no proof. We did not even know there was a subproject under ProSAVANA-PD to be implemented.
- None of the information related to this sub-project was available until mid-February, one month after the crucial meeting in Nampula to establish a "dialogue platform" (later called a "mechanism" [MCSC-CN]), held on January 11, 2016 and one month before the contract expired. Finally, we received the information on the contract between JICA and MAJOL not by these entities, but thanks to the assistance of the Japanese parliamentarians.

<The Facts>

- The Mozambican government has strived to provide various opportunities for dialogue as requested in the declarations, and JICA has been supporting it by making responses and explanations to the declarations in Dialogue meetings on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA. Moreover, concerning introduction of the UNAC-compiled “National Agricultural Support Plan for the family sector” that has been claimed in numerous past declarations, JICA have requested that the plan be shared on several occasions (so far it has not been provided); hence the claim about there being no “response to the requests” is not true.
- It is true that we implemented the “Stakeholder Engagement” project (more precisely, the local consultant contract entitled “Consultation for Stakeholder Engagement”). This contract was implemented with the objective of providing opportunities for the Mozambican government to have dialogue with local organizations and individuals who have various opinions including those opposed to the project, those in favor, and those of neutral stance. This approach was proposed by UNAC in June 2015, since it is normal practice to resolve disputes through mediation by a third party.
- It is true that JICA sent the request for proposals on October 7, 2015. This is in accordance with the Accounting Rules of the Japan International Cooperation Agency Article 22 Section 2 and Article 23 Section 1 Paragraph 11.
- Since the said contract was not concluded at the time of the 13th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA (October 27, 2015) (it was signed on November 2, 2015), JICA was not in a position to mention the contract. However, at the 14th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA (December 8, 2015), JICA explained that the Mozambican government was examining ways to realize dialogue with local stakeholders, that a consultant specializing in communicating with peasant organizations is conducting activities for that purpose, and that “JICA would explain about this when it become tangible”. Moreover, at the meeting held in Mozambique on January 11~12, 2016, MAJOL explained that they were in a contractual relationship with JICA and explained the objectives of the said contract. This meeting was attended by 15 organizations including the organizations who signed “No! to ProSAVANA”; hence the claim that “None of the information related to this sub-project was available until mid-February” is not true.
- The contract TOR and contract document were disclosed to Japanese who requested in February 2016, and the same information was also submitted to Diet members having the request.
- According to the contract document, work for this contract was prescribed as establishing a platform for dialogue and conducting stakeholder consultations regarding the consultation process for formulation of the Master Plan. Hence, the claim that JICA “attempted to capture Mozambican civil society using contracted consultants” is unfounded.
- It is true that, through the activities based on this contract, a platform for dialogue (Civil Society Coordination Mechanism (MCSC)) was established, and that the officials of WWF Mozambique and Action Aid Mozambique participated. This was intended to engage in dialogue as stakeholders concerning agricultural development in the Nacala Corridor.

- The basis for describing activities to listen to the various opinions of groups and individuals as "intervention" is unclear.

<Reference> TOR stipulated in the contract with MAJOL (extracts, original text in English)

2. Objectives of the Assignment

2.1 A platform of stakeholder engagement for ProSAVANA is established with the involvement of key stakeholders related to the agriculture sector.

2.2 Recommendations for the ProSAVANA-PD consultation process, including the second round of public consultations, are made by the stakeholders in the platform.

3. Scope of Services, Tasks (Components) and Expected Deliverables

3.1 Summary

Within five months the Consultant will:

- 1) Conduct individual consultations with stakeholders and interviews with relevant government departments, and produce a stakeholder engagement report.
- 2) Organize and conduct preliminary meetings with stakeholders where it is expected that the establishment of a dialogue platform is agreed.
- 3) Facilitate discussions in the first meeting of the dialogue platform where terms of reference (ToR) and functioning of the platform are expected to be agreed.
- 4) Facilitate discussion in subsequent meetings of the dialogue platform where it is expected that recommendations for the consultation process of ProSAVANA-PD be formulated within the duration of the contract.

Point 22. (Objection Request 32 page)

[Our protest against JICA's contract with MAJOL and the process of formulating the "dialogue mechanism"]

- The TORs annexed to the contract clearly indicated JICA's instruction for its consultants to intervene in civil society, and the process of establishing the "mechanism" was carried out in a secret, anti-democratic, unjust and exclusive manner.
- JICA consultants (MAJOL) ministered and manipulated information to obtain the participation of civil society organizations in the "mechanism" they were formulating for JICA. The details have already been presented in the previous section.
- It was shocking that everything was done while excluding us, the peasants of the affected province and the organizations that have presented numerous concerns and protests to ProSAVANA, calling for a fairer, more democratic, transparent and inclusive process.
- In February 2016, we launched a protest denouncing the process and the "dialogue mechanism" created by the JICA contract. Our Japanese partners also launched an independent protest based on the Japanese documents.
- However, JICA did not assume responsibility, but stated that once the "dialogue mechanism" (MCSC-CN) was established, we could also participate, ignoring how this "mechanism" was established in the contract, funds, education, guidance and supervision of JICA.

<The Facts>

- The contents of the TOR attached to the contract were as described in Point 21.

Moreover, the "dialogue mechanism" was formed through meetings (2 times in January and February 2016) with stakeholders having various opinions. The claim that the process was conducted "in a secret, anti-democratic and unjust manner" is unfounded.

- Invitation to the meeting in January 2016 was sent to the "No! to ProSAVANA" group that had expressed concern and opposition against ProSAVANA, and they attended the meeting. A letter of invitation to the meeting in February was also sent to them. MAJOL also made attempts to conduct dialogue with such organizations; hence the claim that the process was "exclusive" is not true.
- It is not specified how MAJOL "manipulated information", however, if it was the case that MAJOL had seemed to speak on behalf of JICA as Japanese NGOs pointed out, the consultant's comments were made as an intermediary with the objective of encouraging the stakeholders to freely make comments and voice their opinions.
- The comments by MOFA and JICA concerning the mechanism that were made at the 17th Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA on July 21, 2016 mean that a mechanism for dialogue had been established to provide a forum for open and free discussion.

Point 23. (Objection Request 33 page)

[JICA Contract and TORs and leaked documents have confirmed our claims]

- After almost everything was done, we finally got the written evidence of the real objective, the agreed-upon methodology, the actions and the results obtained in the JICA "Stakeholder Engagement" sub-project.
- In May 2016, the Initial Report, the Mapping Report (midterm) and the Final Report were disclosed by the informants. (* We have already shared the contents of these reports in the previous section.) What we would like to emphasize here is: (a) what we said in our statement was well founded; and (b) it was not JICA who disclosed this important information (reports), despite repeated requests.
- The objective of the sub-project was to intervene in Mozambican civil society to obtain the "involvement" of some Mozambican civil society organizations in ProSAVANA, in particular, for the establishment of "a (single) platform for dialogue" between civil society and the governments/JICA.
- Deliberately provoking division, conflict and exclusion in Mozambican civil society (see Initiation Report)—and this is what actually happened.
- The final report reveals that JICA's consultant, MAJOL, has worked hard to strengthen the division that has been created among us, the peasants of Nampula Province, using the Civil Society Platform of Nampula Province to which we belong. Although a part of this citation has already been shared in the previous section, it is important that the Examiners read what they wrote:
 - *"-even if all failed (UNAC did not participate in the "Mechanism"), JICA and ProSAVANA-HQ could challenge the legitimacy of UNAC as "the largest organization of farmers, and therefore representative of Mozambican farmers in the Nacala Corridor"...." The tactic of civil society organizations in Nampula to invite Provincial and National Parliamentarians to the February seminar is somehow to respond to this argument. After all, there are those who are better positioned to represent farmers than their own elected representatives" (Final*

Report, pp. 19-20).

- This description clearly shows that MAJOL was trying to get the Peasants' Unions absorbed into the "mechanism" created by the JICA sub-project, failed in its attempt to co-opt our national organization, and alternatively invited parliamentarians as the "real representatives of the rural people in the region" in order to "devalue" our representation as a collective platform for the articulation of the Peasants' Unions in the affected region.
- This confirms the continuity of the "Community Strategy" and, in fact, JICA provided MAJOL with the English translation of the "Strategy" as an important reference before beginning its activities. Based on the document, MAJOL completed its Initiation Report, whose tone and approach are similar and are even more aggressive towards those who oppose the Strategy's program".
- JICA's contract with MAJOL ended at the end of March 2016. MAJOL left the ProSAVANA program by irresponsibly revealing the consequences of its activities, the division they created:
 - *"There are tensions within civil society ..."* (Final Report, p. 19)

[Note on the causal link]

- Once we understood the Guidelines, we understood the true purpose behind the establishment of this subproject. JICA tried to avoid the **"non-project scenario"** set out in the Guidelines. It says:
 - *JICA Decision-making 2. Cases in which JICA deems that appropriate environmental and social considerations are not ensured are, for example, those where it is obvious that the justification of projects is not recognized by an analysis of alternatives, including the "non-project" scenario; ... cases in which the residents or social organizations concerned have played little part in the project planning process and are not expected to do so in the future even if serious impacts are foreseen ...*
- As the title of the subproject shows, there was no "revision of the Master Plan" or "improvement of the dialogue process," but there was **"Stakeholder Engagement."** The ultimate goal was to engage stakeholders, while the majority of stakeholders listed in the Guidelines (the residents and social organizations involved) turned their backs due to the consequences of the public consultation.
- However, the stakeholders had the right not to get involved, not to agree, and to oppose projects on the basis of the Constitution, international human rights and the Guidelines, but JICA did not respect these and failed to observe our rights and invested enough money to meddle in Nampula and other provinces affected by the program.
- MAJOL's reports clearly demonstrate that: (i) JICA and its consultants have sought to "engage" some influential figures and organizations, from international, national and local civil society organizations, to promote and establish an "alliance" with them; (ii) attempted to have UNAC participate in the "mechanism" so that they could legitimize the process and subdue and ridicule protesting voices.

<The Facts>

- The purpose of the contract with MAJOL is as stated in Point 21, and was not to provoke "division, conflict and exclusion", and no such statements were made in the Inception Report either. Based on the fact that the English version "Strategy" was mentioned in the

allegedly leaked Inception Report, it is claimed that JICA provided the said document, however, JICA did not instruct to refer to the "Strategy" and there is no such mention in the Inception Report that JICA officially received from MAJOL. The claims about "intervention" and "getting the Peasants' Unions absorbed" have no basis and are not true.

- The final report that was received as a deliverable by JICA states: "who is better placed to represent farmers than their own elected representatives?", however the aim of involving parliamentarians are described as follows: "Parliamentarians should be involved in all aspects of the public consultation, accompanying teams into their constituencies and making sure that there is adequate public dialogue and consultation." The importance of involving parliamentarians and the representativeness of the Peasants' Unions are separate issues; hence the claim that this was done to "devalue" representativeness of the Peasants' Unions just by following the description is unfounded.
- Describing completion of the contract as "Majol left" is a misinterpretation.
- The claim that JICA tried to avoid the "no-project scenario" (Note: case of no project implementation) described in the JICA Guidelines for Environmental and Social Considerations is not true. In the Master Plan Study, comparison of alternative plans including the case of no project implementation was conducted in the Strategic Environmental Assessment (SEA) as stipulated in the JICA Guidelines for Environmental and Social Considerations.

Point 24. (Objection Request 35 page)

[JICA's secret meeting with MASA and NGOs to finance the mechanism indirectly]

- JICA originally planned to extend its contract with MAJOL if they successfully followed JICA's instructions and achieved what JICA had expected from the contract, that is, to involve some civil society organizations and demonstrate it by establishing a "dialogue platform (mechanism)" at ProSAVANA. The agreement clearly mentions that if MAJOL fulfills JICA's objectives, it would extend the partnership into a "major contract".
- However, facing all kinds of protests not only from us but also from Japan, JICA did not renew the contract with MAJOL.
- Instead, what JICA did was drain funds directly to some of the Mozambican civil society organizations in order to maintain control over them using the JICA budget for the "Master Plan Revision" under ProSAVANA-PD.
- A document that we had informal access to indicates that there was a meeting held on April 12, 2016, at JICA Mozambique between Mr. [REDACTED] (the representative of JICA Mozambique), Mr. [REDACTED] ([REDACTED] and currently coordinator of ProSAVANA), Mr. [REDACTED] (coordinator of MCSC) and Mr. [REDACTED] (WWF). According to the notes of this meeting, they convened at a gathering called **"Meeting between MCSC, JICA and MASA to discuss the financing of the ProSAVANA Master Plan's revision and finalization activities"**
- The minutes of this meeting presents the details of the discussion on how to finance the MCSC in an "indirect way." Although it should be JICA providing the translation of this draft, we share our translation of some important parts related to this objection:
 - *"Mr. [REDACTED] explained that ... highlighting some of the difficulties that have been experienced in allocating funds to the "Mechanism," things have become very*

complicated. Thus, he presented the following proposal:

- i. The Japanese Counterpart Fund will be transferred to the WWF, involved in the procedure, with authorization from MASA, MEF (Ministry of Finance), MINEC (Ministry of Foreign Affairs and Cooperation), which will take more than 2 months. JICA will make further efforts to accelerate this process;
- ii. The importance of [REDACTED] involvement was understood; thus, JICA proposed to make a contract between JICA and OMR for the initial work to be carried out;
- iii. **If the MCSC is not able to wait until the release of the Counterpart funds, JICA may directly hire a consulting firm to carry out the work of reviewing the Master Plan;**
- iv. Initial support to MCSC will be provided through the Master Plan Study Team (ProSAVANA-PD). (Minutes, Page 1)

- According to the minutes, the parties agreed on all the suggestions.

<The Facts>

- The part of the contract document pertaining to extension of the contract with MAJOL is as follows (Terms of Reference, 6. Others). This clearly does not signify "extension", and there is no mention of a "major contract".

"Upon successful completion of assignment, the Consultant may be invited to another assignment with separate contract for moderating and facilitating the second round of public consultations."
- The contract with MAJOL was completed due to the completion of work and not because of "facing all kinds of protests".
- Concerning the claim that "Instead, what JICA did was drain funds directly to some of the Mozambican civil society organizations in order to maintain control over them...", see the following Points 25 and 26.

Point 25. (Objection Request 36 page)

["Public Offering" for the "Revision of the ProSAVANA Master Plan"]

- However, the first of JICA's four proposals, (i) to fund WWF through the Japan Counterpart Fund, did not work since the international NGO rejected the proposal because of strong national and international criticism of its non-transparent involvement with the process of creating the MCSC with MAJOL and JICA and the leak of these minutes. WWF International saw this as a problem.
- In addition, the second proposal (ii) did not work either, since [REDACTED] and the OMR (Rural Observatory) withdrew their involvement from MCSC after they realized how JICA worked, as they read the documents that had been released and leaked.
- Thus, JICA decided to go with the third proposal (iii) to hire a consulting firm directly. They set up a project under ProSAVANA-PD with almost the same title as the meeting, "ProSAVANA Master Plan Revision," and launched a public tender in early August 2016.
- Before the call for tenders was announced, those who attended the above-mentioned meeting in April, Mr. [REDACTED] from JICA and Mr. [REDACTED] from MASA visited [REDACTED] at the OMR to persuade the OMR to apply for this consultancy. The OMR refused.
- At the end of October 2016, it was announced that the NGO in Nampula,

SOLIDARIEDADE MOÇAMBIQUE, whose executive director is the MCSC coordinator and a participant in the April meeting, had won the contract.

- The other problem of this meeting that promoted the "sensitization activities" against us, including the "No to ProSAVANA Campaign" in Maputo and at the provincial level, has already been presented in the previous section.

<The Facts>

- The decision on how to use the Counterpart Funds was entrusted to the Mozambican government, however, JICA is not aware of the Counterpart Funds being given up for the reason claimed. Also, JICA is not aware of the WWF rejecting the proposal.
- The second proposal (ii) was not implemented because utilization of the Counterpart Funds, which was prerequisite for this proposal, did not materialize. See Point 26 concerning the contract with Solidariedade.
- Description of the minutes concerning "sensitization activities" is as follows. It is natural to interpret the sentence to mean that "appeals are made to the advocates of the "No to ProSAVANA Campaign" to understand the ideal and objectives of MCSC". Citing only the word "sensibilizar" (English: "sensitize") and assuming it means to "influence" or "change thinking" (Point 26) is a misinterpretation. The claim about this being done "against" is unfounded.

Original Text	Provisional English Translation
Sr. Mutoua, Coordenador do MCSC, esclareceu que houve um trabalho ao nível de Maputo e das províncias no sentido de sensibilizar as ONG e outros intervenientes que apoiavam a "Campanha Não ProSAVANA" para se juntar na visão e objectivo do Mecanismo.	Mr. Mutoua, Coordinator of the MCSC, explained that there had been a work in Maputo and in the provinces to sensitize NGOs and other actors who supported the "No to ProSAVANA Campaign" to join in the vision and purpose of the Mechanism.

Point 26. (Objection Request page 37)

[JICA's contract with the Nampula-based NGO, and with the coordinator of the "mechanism" (MCSC) created by JICA]

- JICA awarded this contract to the NGO whose executive director is the coordinator of the "mechanism".
- JICA insists that the NGO SOLIDARIEDADE MOÇAMBIQUE was selected among three candidates through a competitive "public tender." According to the announcement made by JICA in the main Mozambican newspapers, the subproject centered around a "revision of the Master Plan's Draft, **while ensuring the full participation of stakeholders** by gathering their views and working with MASA and its partners".
- However, as revealed in the minutes of the aforementioned meeting, the JICA Mozambique representative promised to work on MCSC's financing with maximum effort and speed by trying four different means, where the hiring of a consulting agency was option (iii).
- This contradictory explanation of "competitive offer" and "MCSC funding" has caused even more suspicion and anger among those who have sought a responsible, transparent, democratic and fair process for ProSAVANA-PD.
- Another shocking truth was revealed at the end of December, two months after the

signing of the contract, when it was learned that the contract was signed by Mr. [REDACTED], the executive director of SOLIDARIEDADE MOÇAMBIQUE and the coordinator of the MCSC, whose role is to "sensitize the supporters of the No to ProSAVANA Campaign," along with JICA and MASA.

[Note on the causal link]

- The Guidelines emphasize the importance of "transparency of information," "accountability" and "broad stakeholder participation" (see 1.1). These aspects are indispensable for "environmental and social considerations" in order to ensure "democratic decision-making" and respect for human rights. We, the peasants of the affected region, fully agree with and would like to celebrate such Guidelines.
- However, what JICA has undertaken to implement in relation to the "master plan revision," from the setting up of the subproject to the selection of its subcontractor, is obviously against the principles of the above mentioned Guidelines.
- Naturally, JICA's enthusiasm for "funding" the local NGO and its leader, who has provided pro-JICA activities in the affected region, where there are stakeholders, peasants, who are challenging the program and the process, is viewed as a direct meddling by JICA in our society and an attempt to deepen divisions, coopt the process and yield profits for a specific group of people and organizations.
- Through this process and its final results, JICA has violated not only its own Guidelines, but also Article 19 ensuring the rights of opposing policies, the Constitution and the Charter of the United Nations, which prohibits foreign interference and domination and promotes solidarity between countries and peoples.
- We believe that JICA did not ensure **justice, accountability and impartiality** in the process of the "Master Plan Revision," thus violating our rights of democratic participation as one of the most important actors of the project, the residents and peasants of the affected region.
- We now know that this type of procedure and agreement is not only against the stipulations of the Guidelines, but also against the following policies, provisions and code of conduct of JICA:
 - JICA's Compliance Policy; The order issued to JICA by the Ministry of Internal Affairs and Communications: "Promotion of the rationalization of contracting by independent administrative bodies" (May 2015); JICA's intermediate objective related to the "Report on the Results of Operations" (Transparency and Governance Agreement) (June 2016); JICA's "Anti-Fraud and Anti-Corruption Guidelines" (October 2014);
 - "Ethics Code and Guidelines of all JICA Stakeholders"; "JICA's Conformity and Risk Assessment and Response Regulations"; and JICA's Ethics Regulations for Executives and Officials.
- All these policies and guidelines are intended to ensure that JICA acts correctly and establishes "fair, competitive, accountable and transparent" public procurement contracts as well as establish good internal governance and independent monitoring systems;
 - The order of the Minister of Internal Affairs and Communications is particularly clear in this regard:
 - *"In order for an independent administrative agency to be able to maximize its*

policy implementation function, it is necessary to establish a system of internal control on public procurement, through which appropriate, quick and effective procurement is carried out through fair and transparent contract awarding procedures... while at the same time ensuring transparency and external conditions through the PDCA (Check and Action Plan) cycle." (General, p. 1)

<The Facts>

- As is made clear in the explanations given in Points 21, 22, 23 and the press release issued when the mechanism (MCSC) was launched, the decision to establish the MCSC was made under the initiative of Mozambican civil society organizations. At the moment of launching, numerous organizations including major civil society organization networks in the three target provinces of the program were in agreement; hence the claim that it was established by "JICA and the Nampula-based NGO" is not true.
- The MCSC, as an alternative to the public consultations which have been criticized, contributed to the gathering of opinions from a wide range of stakeholders. At the meeting held in April 2016, consideration was given to utilizing the Counterpart Funds (funds of the Mozambican government) or JICA funding to realize its objection, however, this consideration was in accordance with the JICA Guidelines for Environmental and Social Considerations Article 3.4.3 Sections 6 and 7 (strictly speaking, since the Master Plan Study is classified under Category B, Section 6 is not applicable); hence the claims of "co-opting", "meddling" and "division" are unfounded. Moreover, at the said meeting, no discussions or decisions were made concerning detailed contents of any contract work.
- The contract with Solidariedade was signed based on the evaluation of the technical proposals, in accordance with the Accounting Rules of the Japan International Cooperation Agency Article 23 Section 1 Paragraph 11. 16 parties requested tender documents, and 4 of those submitted proposals. Of these, 2 parties satisfied the technical criteria, and Solidariedade was finally selected as a result of the comprehensive evaluation with consideration of the price proposed. The contract was signed in accordance with the appropriate procurement process; hence the claim of "yield profits for a specific group of people and organizations" is not true.
- Concerning the claim that it was intended to "sensitize the supporters of the No to ProSAVANA Campaign", see Point 25 described above.
- Accordingly, the process to review the Master Plan through the MCSC was in accordance with JICA's regulations and rules including JICA Guidelines for Environmental and Social Considerations. Moreover, claiming that there was violation of the United Nations Charter and the Constitution of Mozambique on the grounds of "intervention" and "division" is, as described earlier, based on misinterpretation.

Point 27. (Objection Request 39 page)

[JICA's attempt to suppress our voices in Japan, November 2016]

- Still shocked by this direct and obvious meddling by JICA to harm our society, especially in Nampula Province, some of us had the opportunity to visit Japan. We were afraid of the possibility of even more oppression by the local government after our return to Mozambique. However, we concluded that our last and only hope was to denounce what was happening in our society and what JICA has done on behalf of the people of

Japan. We believe in people's good judgment, compassion and solidarity.

- However, we received terrible news that JICA executives were trying to invite senior MASA officials (the former deputy minister and permanent secretary) and the Mozambican Ambassador to Japan to a public meeting in Tokyo, where we were supposed to share our stories and expressions on November 28, 2016.
- The event was organized by 6 Japanese NGOs, and the fact that JICA considered inviting Mozambican functionaries and asking them to participate in the event was unacceptable. Having learned that this action was not welcome, JICA should have reconsidered its intent to intimidate peasant leaders.
- Instead of reconsidering, JICA invited these officials and led them to the event at Hiroshima University, where we were making academic presentations on November 26. The details of this report are in the "Urgent Protest" submitted to JICA's president by Japanese NGOs in December.
- In fact, one of JICA's board members, Mr. [REDACTED], admitted that the reason they were inviting these officials to Japan was to let them "**directly counter**" the claims put forward by us, the peasant leaders of the affected region. Now it was not only Mozambican government officials or JICA consultants who tried to harm us and violate our rights but also JICA executives.
- We felt threatened and afraid of the repercussions and possible reprisals from Mozambican government officials who traveled from Mozambique to Japan to participate in the event with the sole aim of counter-arguing with us, but who had to return home without being able to do so.

[Note on the causal link]

- The Guidelines emphasize JICA's responsibility to ensure environmental and social considerations in relation to the project and to promote participatory governance and to comply with these considerations (see 1.1 and 1.2). In addition, the Guidelines repeatedly emphasize the importance of respecting human rights. Where No. 2.5 (2), reads as follows:
 - *"JICA respects the principles of internationally established human rights standards, such as the International Convention on Human Rights, and pays particular attention to the human rights of vulnerable social groups ..."*
- What the JICA executives planned and carried out is totally contrary to these guidelines, **rather they promote a breach of the Guidelines by the recipient government.**
- JICA further violated the "Code of Ethics and the Guidelines of all JICA-involved Parties" and its own "Ethics Regulations for Executives and Employees":
 - *JICA's Official and Ethical Code (Guidelines) is established according to the application of the National Public Service Ethics Law.*
 - *All JICA executives and staff involved in development cooperation will work under high professional ethics and self-discipline, exercising awareness and pride as members of those committed to international cooperation. This will be applicable to a number of people, including volunteers and experts who carry out JICA's activities.*
 - *JICA executives and employees and their sub-contractors "observe the highest ethical standards" to "ensure public trust in the projects."*

<The Facts>

- The claim that JICA “considered inviting Mozambican functionaries and asking them to participate in the event” is not true. JICA invited the MASA officials (the permanent secretary and Coordinator of ProSAVANA-HQ) to Japan with the objectives of holding consultations with JICA headquarters on the direction of the ProSAVANA program and giving an opportunity to observe Japanese agriculture which was a long-held request. Concerning the event that was staged during their visit on November 28, 2016, since MOFA and JICA were also invited, we consulted the hosting NGO about the MASA officials’ participation for a direct talk with Japanese NGOs holding an interest in the ProSAVANA program so that the officials could have an opportunity to understand people’s interests and concerns (since a positive reply was not forthcoming, the MASA officials and the Mozambican Ambassador to Japan did not participate).
- Concerning the claim that “JICA invited these officials and led them to the event at Hiroshima University, where we were making academic presentations on November 26”, it is not true that the MASA officials went to Hiroshima University.
- Concerning the claim that “also JICA executives tried to harm us and violate our rights”, the purpose of the MASA officials’ visit to Japan was as described above. Gathering and holding discussions among parties of differing standpoints are a necessary process for democratically resolving conflicts. The Objection Request claims that JICA “violate our rights” based on the “possibility” of “suppression”, “repercussions” and “reprisals”, however, the names, affiliations and facial photographs of speakers at the event in Tokyo on November 28 and the event at Hiroshima University are disclosed in materials of those events; hence doubts arise over the rationality of claims about the existence of the possibility of “reprisals”.

Point 28. (Objection Request 41 page)

[JICA and MOFA funded the local newspaper @Verdade to spread the ProSAVANA program and the divisions they created]

- On December 23, 2016, the Nampula-based independent newspaper @Verdade, which had been critical of ProSAVANA, published the article entitled "Civil Society Organizations from Niassa, Nampula and Zambezia were 'liberated' from Maputo thanks to the dollars offered by ProSAVANA."
- The first picture of the article showed three Japanese people in the interview room. Later, we learned that they were people attached to JICA who participated in the interview. The article reproduced the views and explanations of the "MCSC coordinator," Mr. [REDACTED], seven times, where he insisted that the amount received through JICA, US\$206,000 went to the MCSC. In addition, he insisted that those who oppose ProSAVANA are civil society organizations of Maputo, the capital of the South, and ignored the voices of the peasants and organizations of the Nampula Province, which he supposedly represents through the MCSC.
- Mr. [REDACTED] also promoted the "divisive discourse" and insulted the other organizations, implying that their voices are irrelevant.
- In fact, in the article, there is no explanation or additional information clarifying that Mr. [REDACTED] was the one who signed the contract with JICA for "consulting

services" and is the JICA consultant, or that the USD 206,000 were not for the MCSC but for the "remuneration" of his NGO, SOLIDARIEDADE MOÇAMBIQUE, and its staff, from which he himself will benefit through a "salary" and "company dividends" by providing the expected service to JICA.

- Although the MOFA insisted that they could not control what journalists or the newspaper write, the editor-in-chief of the newspaper (@Verdade) told an International NGO, GRAIN, that the article's information is based on interviews with Mr. [REDACTED] and other people linked to JICA, and there was no correction by the newspaper.
- This article and the explanation from information sources show that JICA's Japanese consultants and JICA's Mozambican consultant (Mr. [REDACTED]) released fake information **about the contract between SOLIDARIEDADE MOÇAMBIQUE and JICA to the Mozambican people.**
- We got very worried at seeing this kind of propaganda, harmful to our society, with fake information released by JICA's consultants. However, our indignation did not end there. In January, the online version of this very newspaper published a footnote with the article explaining that **"this article was written regarding the trip organized by the Japanese Embassy".**
- Indeed, the second half of the article was about "the peasants in Nampula Province" who received some benefits from pilot-projects in ProSAVANA-PEM and are supposedly in favor of ProSAVANA.

[Note on the Causality]

- The Guidelines emphasize the importance of "information transparency" and "responsibility" of JICA projects (see 1.1. and 1.2), but also the "prevention and/or minimization of negative impacts over the local society" by the beneficiary government regarding JICA projects (1.4). The Guidelines also urge that JICA projects guarantee a "broad and significant participation from stakeholders" in order to fulfill the Guidelines and "reach an adequate consensus construction" (1.4 (4)).
- However, the above-mentioned article and its preparation (including the interview for the newspaper with the participation of JICA and the involvement of the Japanese Embassy) show the negligence and violation of these principles by JICA, MOFA and Japanese and Mozambican consultants from JICA.
- The fake information regarding the contract, supplied by JICA's consultant, Mr. [REDACTED] and supported by the Japanese consultants, for not correcting it, not only were "nontransparent" but also validated the fake information (Mr. [REDACTED] was actually one of JICA's consultants). Reinforcing equally the dividing speech by Mr. [REDACTED]
- His past actions and this report show that Mr. [REDACTED] does not present conditions to perform the duty of JICA consultant for the "Master Plan Revision" project, where he was supposed to coordinate the highly public event of "community consultations", and the other JICA consultants (Japanese ones) endorsed it. The disloyal treatment received by us, peasants within the affected region, and the biased activities from these players obstructed the "broad and significant participation" instructed in Guidelines 1.1., 1.2. and 2.4.
- At proceeding in the above-mentioned ways, they violated the "Code of Ethics and Guidelines for all parts involved with JICA", especially the following code:

- *"In order to maintain ethic behaviors related to their functions, all the involved parties within the agency must fulfill the following subjects during their involvement with JICA's activities".*
- *"The involved parties in the agency and the members of the staff must honor their roles and be aware of the public mission of the organization and must not unfairly discriminate the citizens, with a kind of manipulation that brings advantages to only a few people about the information he/she may know while on duty".*
- Besides, thanks to @Verdade admitting that the article was produced with the support of the Japanese Embassy, we now know that what was exactly written on the "Press Tip" was made even after our statements pointing out the contradictory nature of the "Communication Strategy" with the Guidelines, even in the event that MOFA officially announced that the "Strategy" does not represent the position of the Japanese government.
- We finally noticed that the statements that show the violation of the Guidelines transmitted in the meetings with JICA and MOFA did not make the situation any better. Instead, they advanced with more aggressive and offensive activities, aggravating the social conditions, which are peaceful, harmonious and respectful relations, based in the solidarity among the Mozambican civil society, which is the Constitution's goal.
- This is the reason why we are finally sending our objection request to the Examiners.

<The Facts>

- The article was about a press tour that MOFA (Japanese Embassy) implemented in 60 or more countries from fiscal 2015 onwards. This press tour was implemented in December 2016 with the objectives of observing development assistance projects in general along the Nacala Corridor, which is regarded as a major target for support in Japan's cooperation in Africa, and gaining widespread recognition for Japan's assistance in Mozambique. Claims of "spreading divisions" and "funding by JICA" are not true.
- The Verdade article and provisional English and Japanese translations are attached. Concerning the recipient of USD 206,000 of JICA funding that the Requesters claim to be falsely reported, it is stated that MCSC was "supported" (Portuguese: "apoçada", English: "supported") by JICA, as indicated in the following extract. The objectives behind consigning services to Solidariedade and establishing MCSC are the same, i.e. to review the Master Plan through dialogue with and participation by stakeholders; moreover, Solidariedade proposed and implemented the contracted services with the MCSC; hence it is not appropriate to interpret this part as "fake information".

Original Minutes	Provisional English Translation
... [REDACTED], do Mecanismo de Coordenação da Sociedade Civil (MCSC), que também revelou que a associação foi <u>apoçada</u> pela Agência Japonesa de Cooperação Internacional (JICA) em mais de 200 mil dólares norte-americanos.	... [REDACTED] of the Mechanism of Civil Society Coordination (MCSC) who also revealed that the association was <u>supported</u> by the Japan International Cooperation Agency (JICA) at more than 200,000 US dollars.

- Concerning the requesters' criticism about the behavior of Mr. [REDACTED], as was already indicated in Points 25 and 26, this is based on misinterpretation.
- Claims that the fact that Mr. [REDACTED] took a standpoint different from the No to ProSAVANA Campaign and the fact that the main organizations of the said campaign were based in Maputo were "insulting" and "divisive discourse" are unfounded and lack

objectivity. The same applies to the claims by the Requesters of "disloyal treatment", "offensive activities" and "aggravating the social conditions"; hence we cannot accept that there was any behavior that violated the "JICA Guidelines on Ethics for Parties Concerned".

Point 29. (Objection Request page 43)

[Our desire and decision of presenting our objections to JICA, June 2014 -]

- As it may be seen in the "Nampula Declaration" and in the "Campaign" press release, we decided to present our objection to JICA.
- But when the above-mentioned documents were elaborated, we did not have enough written evidence to show the causality of the non-compliance of JICA with the Guidelines.
- The evidences appear only in January 2016, after our partners in Japan find out the existence of sub-projects in the ProSAVANA-PD, and we were able to obtain primary documents like the "ProSAVANA: Communication Strategy" and the contractual documents between JICA (including the TdR) and CV&A and MAJOL.
- Later on, in May 2016, several documents related to the ProSAVANA, especially the ones showing the involvement of JICA and its consultants with the interventions in the Mozambican civil society, were released, so we were able to gather the necessary evidence.
- We, along with civil society organizations from the three countries, published a declaration condemning the actions and attempts from JICA and ProSAVANA Proponents, based on documents from August 2016, hoping that JICA would take the necessary actions.
- Instead, JICA was committed into another maneuver to hire the NGO in Nampula as its consulting agent and intervened directly into our society.
- Losing our last hope, we decided to collect all the information and documents and receive support from our partners to develop this objection form.
- Though we tried to gather information and the Portuguese version related to the Guidelines and the objection procedure to JICA, this request was never fulfilled.

<The Facts>

- Concerning the claim that "JICA was committed into another maneuver to hire the NGO in Nampula as its consulting agent and intervened directly into our society", this has already been covered in Point 26.
- Concerning the Portuguese version of the JICA Guidelines for Environmental and Social Considerations, request for the Portuguese version was made by the Japanese NGO at the 3rd Dialogue meeting on the ProSAVANA program between Japanese NGOs and the Ministry of Foreign Affairs and JICA in April 2013 and on other occasions. The JICA Guidelines for Environmental and Social Considerations have been translated into English, Spanish, French, and Chinese. There is no Portuguese version, however, the Master Plan Study Team compiled an outline of the Guidelines in Portuguese, and explained it to the staffs of central and local Mozambican government between June and August 2012 (it was also handed over to officials of UNAC). Moreover, JICA is not aware of any creation of a Portuguese version of the Safeguard Policy (corresponding to the JICA Guidelines for Environmental and Social Considerations) by International Financial Institutions (IFIs) such as the World Bank or African Development Bank.

ESTRATÉGIA DE COMUNICAÇÃO ProSAVANA

2013 | FINAL | PORTUGUÊS



ESTRATÉGIA DE COMUNICAÇÃO

Final | 2013 | Português

INTRODUÇÃO

Objectivos da Estratégia

Esta estratégia de comunicação do ProSAVANA resulta de uma auditoria de comunicação elaborada junto da equipa de coordenação do Programa, da participação em reuniões com as equipas técnicas e de uma análise de informação sobre o ProSAVANA.

Este documento tem como objectivo definir uma estratégia de comunicação que delimite as regras para o ProSAVANA comunicar com os *stakeholders* externos e apresente acções e ferramentas que o Programa pode utilizar para aplicar esta mesma estratégia. Tem ainda como objectivo identificar a forma do ProSAVANA-HQ gerir a comunicação entre os vários projectos e os vários *stakeholders*, quer nacionais, quer internacionais. Por último, é definido um cronograma tentativo que propõe as datas de implementação das actividades apresentadas entre Setembro de 2013 e 2014.

Pretende-se que a estratégia de comunicação seja um documento sempre em evolução, adicionando-se acções que se identifique como prioritárias e retirando-se outras, dependendo da evolução do projecto, dos seus *timings* e de factores externos que podem implicar sobre o Programa.

Algumas das ferramentas de comunicação propostas necessitam de um orçamento específico, tendo sido apresentadas para suscitar a análise da possibilidade da sua implementação.

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1. ANÁLISE

1.1. O ProSAVANA

O ProSAVANA é um Programa de cooperação entre três países que visa o desenvolvimento e agrícola do Corredor de Nacala, com vista a estimular o potencial agrícola do país, e dessa forma, contribuir para assegurar a segurança alimentar em Moçambique e o desenvolvimento socioeconómico, com enfoque nas populações residentes no Corredor de Nacala.

Adicionalmente, em conjunto, as três entidades coordenadoras do Programa, nomeadamente o Ministério da Agricultura (MINAG), a Agência Japonesa de Cooperação Internacional (JICA) e a Agência Brasileira de Cooperação (ABC) irão desenhar um Plano de Desenvolvimento a aplicar nos 19 distritos situados em Nampula, Niassa e Zambézia, em que ficarão definidas estratégias e recomendações para o desenvolvimento da região impactada.

O ProSAVANA tem merecido grande destaque nacional e internacional junto de públicos-alvo distintos, pois espera-se que o Programa tenha grande impacto não só no futuro do país, mas também internacional, devido ao elevado potencial produtivo de Moçambique.

A ausência de uma comunicação planeada, sistemática e clara sobre os fundamentos e as linhas mestras do Programa, e sobre a sua evolução, permitiu a criação de muitos mitos e fantasmas que agora é essencial deslindar. Esta desinformação foi essencialmente criada com base em interpretações erradas da informação disponível e disseminada por instituições nacionais e internacionais (nomeadamente do Brasil e Japão) com um objectivo de seguir uma agenda económica e política própria de países com interesses diversos em Moçambique.

1.2. Análise SWOT do ProSAVANA

Strengths	Weaknesses
• Interesse de Moçambique em melhorar a sua capacidade de produção agrícola; • Grande experiência dos coordenadores; • Forte potencial agrícola de Moçambique; • Simpatia de muitos agricultores com o Programa; • Programa em Moçambique coordenado pelo Governo Moçambicano;	• Desconhecimento das populações do que é o ProSAVANA; • Algumas más experiências no passado causaram traumas; • Comparação negativa com o Cerrado;
Opportunities	Threats
• Melhoria da Segurança Alimentar e condições socioeconómicas no Corredor de Nacala; • Melhoria das condições de produção agrícola em Moçambique; • Desenvolvimento integrado de infraestruturas no Corredor de Nacala; • Adesão massiva das populações ao programa;	• Falta de adesão das comunidades locais ao Programa; • Convulsões sociais orquestradas pela Sociedade Civil; • Luta da sociedade civil internacional ter efeitos políticos; • Mudanças políticas em qualquer um dos países coordenadores que perturbem o Programa;

1.3. Enquadramento Nacional

O ProSAVANA enquadra-se na necessidade identificada pelo Governo de Moçambique no desenvolvimento da agricultura no país, de modo a garantir a segurança alimentar dos moçambicanos e o desenvolvimento socioeconómico de Moçambique por via de uma modernização das técnicas agrícolas no país. Dados recentes demonstram que 70% da população moçambicana vive em zonas rurais e desses, 95% consegue o seu sustento na agricultura, sendo a larga maioria pequenos agricultores, que cultivam cerca de 1 a 2 hectares. Muitos desses produtores vivem da agricultura de subsistência, conseguindo algum rendimento dos poucos excedentes que têm e de trabalhos esporádicos que conseguem. Ainda assim, o sector agrícola tem crescido cerca de 8% ao ano e a riqueza por ele produzida representa cerca de 32% do PIB de Moçambique.

É neste contexto que em 2006 começou o processo de desenvolvimento do Plano Estratégico para o Desenvolvimento do Sector Agrário (PEDSA), um documento que determina a estratégia e os focos para o desenvolvimento da agricultura no país até 2019. Associado ao PEDSA existe ainda o Plano Nacional de Investimento para o Sector Agrário (PNISA), o qual define uma estratégia a seguir com vista a incrementar a produção agrária, garantir a segurança alimentar e a facilitar o acesso ao mercado, tudo isto dentro de uma estratégia sustentável que contribua para o reforço do País.

Foi aí decidido que, face às características do país e a das suas populações, a operacionalização destes planos seria feita em seis corredores de desenvolvimento agrário: a Sul, os Corredores de Maputo e Limpopo; no Centro, os Corredores da Beira e do Vale do Zambeze; a Norte do país, os Corredores de Nacala e Pemba-Lichinga.

Ficou também definido pelo Estado de que uma das formas de acelerar a aplicação destes planos é através da cooperação com países e instituições com elevado conhecimento e experiência no desenvolvimento de tecnologia agrícola, bem como em acções de cooperação internacional.

Dadas as semelhanças agroclimáticas entre a região do Cerrado brasileiro, na qual o Brasil e o Japão têm uma parceria de muitas décadas, e o Corredor de Nacala, e o interesse das três partes em trabalhar em prol do desenvolvimento daquela região, foi acordado entre as partes o desenvolvimento do ProSAVANA.

1.4. Enquadramento Internacional

África há muitos anos que está referenciada como uma futura potência mundial em termos agrícolas, o que seria uma solução para os problemas de segurança alimentar, subnutrição e desenvolvimento vividos em muitas das regiões do Continente. Em simultâneo, o desenvolvimento agrícola de todo o Continente, maioritariamente subaproveitado, com algumas excepções de relevo, como a África do Sul, irá não só ter efeitos directos muito positivos para a vida e o bem-estar das suas populações, mas irá igualmente ter um impacto

a nível mundial, criando um novo mercado que permita equilibrar a balança das necessidades de alimentação no Mundo.

É neste contexto que Moçambique se encontra, podendo, além de assegurar o desenvolvimento das condições de vida dos seus cidadãos, fortalecer o desenvolvimento económico ao reduzir a importação de alimentos e ao poder utilizar a parte da sua produção que não é consumida no país para exportar, em matéria-prima ou já transformada. Desta forma consegue-se aumentar o rendimento individual das suas populações, seja através de criação de novos negócios ou do acesso a empregos remunerados, e contribuir para um crescimento económico do país, de forma sustentável, e com impacto directo na vida das pessoas.

Do ponto de vista internacional, a parte da produção agrícola de Moçambique que for exportada irá contribuir para o acesso de outros países a alimentos de qualidade e ajudará a reforçar a oferta de alimentos no mercado mundial, contribuindo, dessa forma, para a redução dos preços das matérias-primas alimentares, os quais têm registado uma tendência ascendente que preocupa os Governos de todo o Mundo.

1.5. Comunicação Externa

O ProSAVANA deve os seus problemas de comunicação e imagem externa a várias razões:

- Apenas recentemente houve uma definição do que é a “marca” ProSAVANA;
- Processo de definição do que é realmente o Programa e quais os seus reais impactos ainda está em curso;
- Grandes diferenças entre os seus *stakeholders*;
- Ausência de mecanismos de comunicação com o exterior;
- Forte interesse público pelo Programa; necessidade de manter a confidencialidade de documentos e processos de estudo em curso, até à sua versão final;
- Grupos de interesse que vêm ganhos económicos e políticos com o fim do ProSAVANA.

Assim, a estratégia de comunicação irá de identificar claramente quais os públicos-alvo a abranger, as suas especificidades, como a língua, e posteriormente identificar que acções e ferramentas se encaixam nesse perfil.

Dadas as razões já identificadas pelas quais a comunicação externa do ProSAVANA não tem funcionado, acredita-se que uma comunicação constante, proactiva e positiva, que informe os *stakeholders* do que realmente é o ProSAVANA, e quais os seus objectivos, terá resultados muito positivos na imagem do ProSAVANA, quer nacional, quer internacionalmente.

Outro factor essencial é o facto do nome e a instituição ProSAVANA serem recentes e portanto, necessitarem de ser fortalecidos, estando subjugados sob a força institucional das entidades coordenadoras, como o Ministério da Agricultura, a JICA ou ABC.

É portanto necessário reforçar a marca e o nome ProSAVANA, de modo a que esta comece a ganhar força, reconhecimento e autonomia.

1.6. Comunicação Interna

Tal como acontece na comunicação externa, a comunicação interna do ProSAVANA também é penalizada pela força institucional do Programa ainda ser fraca, tendo de ser reforçada.

Ao longo da auditoria foram identificadas várias fragilidades na comunicação entre os coordenadores do ProSAVANA que incorporam o HQ, entre as entidades coordenadoras e o ProSAVANA-HQ, e entre o ProSAVANA-HQ e as entidades implementadoras dos projectos.

Estas fragilidades devem ser resolvidas com a máxima urgência, de modo a reforçar a interacção entre as várias partes e de modo a que isto não prejudique o normal funcionamento e desenvolvimento do Programa.

É essencial desenvolver as acções e as ferramentas que reforcem a comunicação interna do Programa, entre as partes acima citadas, de forma a reforçar a ligação das mesmas com os seus *stakeholders*.

2. CARACTERIZAÇÃO DOS PÚBLICOS-ALVO

O ProSAVANA tem um número alargado de *stakeholders* e públicos-alvo com quem tem obrigatoriamente de comunicar, para que todos eles estejam informados sobre o desenvolvimento do programa e, dessa forma, se reduzam drasticamente o número de críticas e alguma desinformação que correr sobre o Programa.

Identificamos os seguintes Públicos-Alvo do ProSAVANA:

2.1. Comunidades no Corredor de Nacala

Este é o principal público-alvo do ProSAVANA, pois são estas comunidades e produtores que irão ser mais beneficiados com o desenvolvimento e aplicação do ProSAVANA. Localizadas ao longo de 19 distritos, nas províncias de Nampula, Zambézia e Niassa, as populações necessitam de ser totalmente informadas sobre o desenvolvimento do Programa, como ele irá/poderá alterar as suas vidas e o que deverão fazer para aproveitar as oportunidades que o ProSAVANA lhes vai proporcionar.

População pelas Zonas distritais identificadas no Plano Director

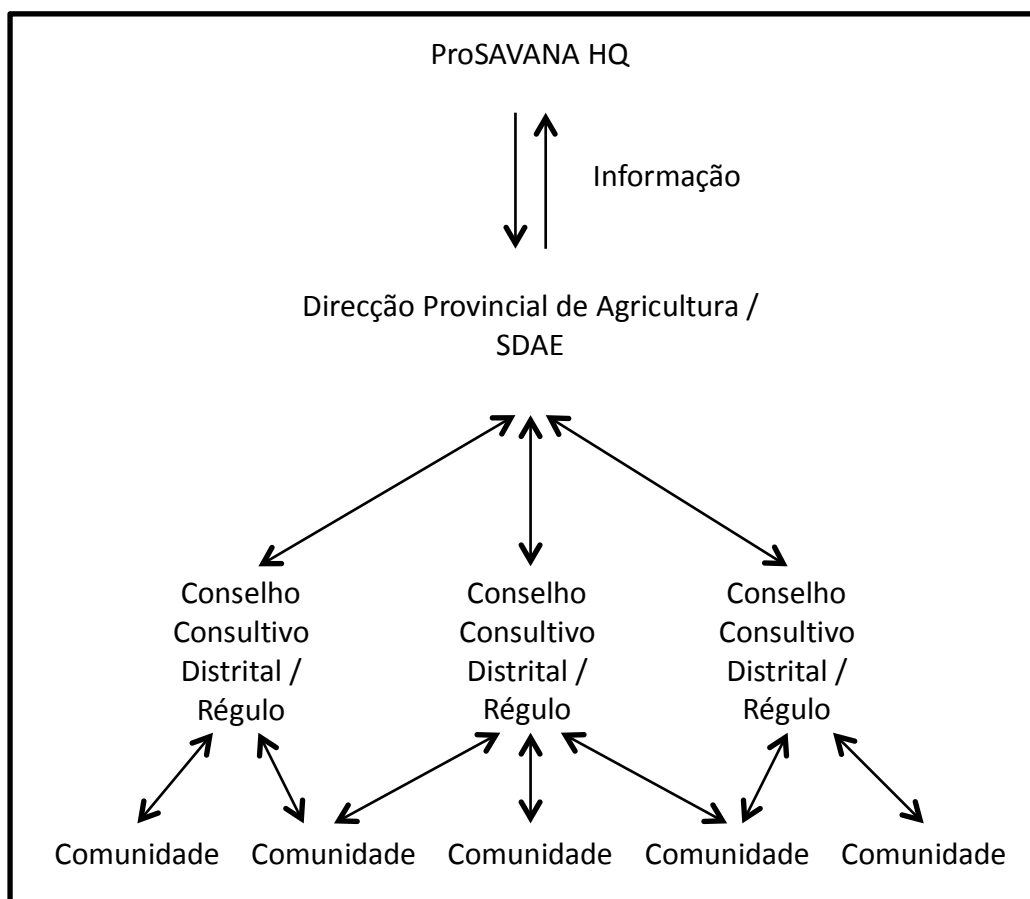
Zona I	Zona II	Zona III	Zona IV	Zona V	Zona VI
Monapo, Muecate, Mecuburi	Meconta, Mogovolas, Nampula, Murrupula	Ribaue, Lalaua, Malema, Alto-Molocue	Gurue (sem posto Adm. Lioma)	Gurue (Lioma), Cuamba, Mecanhelas, Mandimba, Ngauma	Majune, Lichinga, Sanga
14.865 km2	15.528 km2	23.257 km2	5.664 Km2	18.106 km2	29.581 km2
620.935 hab	1.461.633 hab	804.261 hab	350.830 hab	663.004 hab	386.753 b
42 hab/km2	94 hab/km2*	35 hab/km2	62 hab/km2	37 hab/km2	13 hab/km2

*A cidade de Nampula tem uma densidade populacional de 1.673 habitantes/km2

A interacção com as populações locais é normalmente feita através dos mecanismos oficiais, os Conselhos Consultivos (do Distrito, Posto e Localidade), mas essencialmente através dos líderes sociais tradicionais, como os Régulos. Ambas as entidades têm estruturas e hierarquias que podem ser utilizadas pelo ProSAVANA para comunicar com as comunidades. Apenas é necessário ter a certeza de que se alcança de forma eficiente o topo dessas estruturas.

Deve-se considerar a comunicação com estas entidades através dos serviços do Governo já implementados no terreno, nomeadamente as Direcções Provinciais de Agricultura e, a nível distrital os Serviços Distritais de Actividades Económicas (SDAE), líderes locais e figuras influentes na localidade, cuja presença em todos os distritos poderão permitir como veículo de transmissão de mensagens às comunidades e receber *inputs* sobre o ProSAVANA.

O Processo de Comunicação com as Comunidades



Assim, já que é difícil o ProSAVANA reunir quer em todas as localidades quer em todos os postos administrativos, deve-se procurar reunir periodicamente com o Conselho Consultivo de cada Distrito, onde também costuma estar presente o Régulo, de forma a lhes falar do ProSAVANA e criar uma linha aberta para comunicarem as suas preocupações. Deve-se ainda aproximar dos líderes das várias religiões com poder de influência nas comunidades.

Outro ponto de contacto com as comunidades são as associações de agricultores locais, as quais podem e devem estar informadas do que é o ProSAVANA, pois são uma forma de esclarecer os seus associados e as comunidades onde estão inseridos.

No entanto, quando se transmitem mensagens que depois serão transmitidas verbalmente, é necessário extremo cuidado, pois a mensagem tem de ser muito clara, de forma que não percam força e veracidade enquanto passa de pessoa para pessoa.

Adicionalmente, deve-se preparar e munir as equipas que estão no terreno para quando têm contactos directos com as comunidades, para que todo o contacto directo seja frutuoso e utilizado na melhoria das relações do Programa e suas equipas com as comunidades.

Comunicar com essas comunidades tem vários desafios, dos quais se destacam:

- Fraco acesso aos *media* nas zonas mais afastadas dos centros urbanos;
- Baixa densidade populacional, essencialmente nos distritos localizados na província do Niassa;
- Baixa taxa de literacia em algumas das comunidades;
- Comunidades com as quais não se pode comunicar em língua portuguesa, mas apenas em Emankua, Yao ou Lomwé;
- Tentativas de manipulação por parte de algumas das agências da sociedade civil.

2.2. Sociedade Moçambicana

Para além das comunidades directamente impactadas pela implementação do ProSAVANA existem os restantes moçambicanos, seja através da criação de emprego directo e indirecto, da melhoria da alimentação ou até mesmo do crescimento económico do país.

Esses demonstram, de forma geral, grande desconhecimento do que é o programa e os seus projectos e quais são os reais poderes do ProSAVANA. Isso torna-se ainda mais grave quando há uma tentativa de alguma sociedade civil organizada em manipular a sociedade moçambicana, informando-os com dados falsos, os quais são depois disseminados pelos *media* que, tal como a restante população, ainda têm muito pouca informação do que é o ProSAVANA.

A sociedade moçambicana tem de ser informada sobre o que é o ProSAVANA, quais os objectivos, como e quando será implementado e quais os impactos que potencialmente poderá ter nas suas vidas.

Sendo Moçambique um Estado Democrático, os cidadãos e os eleitores devem estar informados e esclarecidos, pois as consequências poderão aparecer através de um reforço da Sociedade Civil que combate o ProSAVANA ou mesmo nas eleições.

A esses, o ProSAVANA deve alcançar essencialmente através dos *media* de alcance nacional e, indirectamente, através dos deputados por eles eleitos para a Assembleia da República. Essas acções serão essencialmente desenvolvidas na Cidade de Maputo, onde existe a maioria dos *media* com alcance nacional e com maior poder de influência em Moçambique.

2.3. Sociedade Japonesa e Brasileira

Estes públicos são importantes pois podem influenciar as políticas governativas nos seus países, criando pressão que possa alterar a postura e os compromissos dos Governos com o ProSAVANA.

Assim, é importante que haja um acompanhamento dos *media* e da sociedade civil organizada quer no Brasil quer no Japão, de forma a poder ajustar a estratégia de

comunicação em Moçambique e junto dos *media* desses dois países para dar resposta a dúvidas e críticas que estejam a ser feitas ao Programa.

2.4. Sociedade Civil organizada

A Sociedade Civil organizada apresenta preocupações que estão baseadas em situações passadas em que projectos de várias áreas, incluindo agricultura, um pouco por todo o Mundo. Particularmente em Moçambique, a Sociedade Civil, de um modo geral, “assumiu” que o Programa irá ter impactos negativos sobre as populações locais.

Algumas das associações que criticam e receiam o ProSAVANA poderão ser acalmadas quando tiverem o acesso à informação mais completa e actual do Programa. Outras têm objectivos políticos e/ou mediáticos e, portanto, o diálogo terá efeitos mais reduzidos ou nulos.

A principal preocupação com a Sociedade Civil deverão ser as associações de agricultores ou das comunidades, pois essas têm impacto directo no Programa. As restantes, quer nacionais quer internacionais, têm mais informação e conhecimento, mas apenas têm o poder de influenciar, não tendo um impacto directo sobre o Programa.

2.4.1. Em Moçambique

As ONG moçambicanas podem e devem ser parceiras no debate sobre a melhor forma de desenvolver e implementar o ProSAVANA e os seus projectos, dado o seu conhecimento do país e da implementação de projectos. Contudo, para tal, é necessário encontrar pontos de entendimento e não ficar reféns das suas ideias e objectivos.

As suas alargadas redes de contactos nas comunidades e nos media e a experiência de alguns dos seus quadros em acções de contestação social devem ser tidos em conta, pois o seu poder de influência, se usado contra o ProSAVANA, como já aconteceu, pode ter efeitos bem negativos.

2.4.2. Internacional

No entanto, as entidades que alimentam as organizações moçambicanas no “combate” ao ProSAVANA são as ONG internacionais, com as quais os contactos não são impossíveis, mas são mais difíceis. Por essa razão, estas associações devem ser desconsideradas na estratégia de comunicação, devendo-se apostar antes em que o ProSAVANA tenha uma voz mais forte, coerente e confiável que essas ONG.

O perigo dessas ONG prende-se com três factores genéricos: 1) são profissionais a contrato que seguem interesses financeiros e/ou políticos para seguir uma causa, sendo portanto quase impossível demovê-los da sua luta; 2) acesso a académicos com capacidade para criar estudos e de formar opinião junto da opinião pública nacional e internacional; 3) capacidade

de angariação de financiamento; 4) forte experiência e conhecimento na “luta” pelos seus interesses e em influenciar a opinião pública e os seus públicos-alvo nos seus países de origem: Japão e Brasil.

Os jornalistas devem perceber que quando dão voz a estes actores internacionais estão a ser manipulados e a fugir do interesse dos cidadãos moçambicanos.

2.5. Público Académico

O Público Académico quer, acima de tudo, visibilidade, não se notando uma clara tomada de opinião contra ou a favor do ProSAVANA, mas sim considerações vagas e tentativas de vender os seus serviços de consultoria. No entanto, é importante uma aproximação ao mundo académico pois a respeitabilidade que lhe é devida e a sua relativa influência poderão ser importantes para ajudar a comunicar e explicar o ProSAVANA à restante sociedade.

Do ponto de vista dos estudantes, a comunicação junto a estes é essencial pois muitos deles, essencialmente da área de Agronomia, poderão vir a colaborar com projectos relacionados com o ProSAVANA.

Lista de Universidades/Politécnicos/Institutos Identificados com cursos relacionados com agronomia:

Corredor de Nacala

Faculdade de Agricultura da Universidade Católica de Moçambique, no Niassa;

Universidade Zambeze, na Zambézia;

Restantes províncias

Faculdade de Agronomia e Engenharia Florestal da Universidade Eduardo Mondlane;

Instituto Superior de Tecnologias e Gestão;

Faculdade de Agricultura da Universidade de São Tomás de Moçambique;

Instituto Superior Politécnico de Manica.

2.6. Entidades Governamentais dos países coordenadores

Os Governos e as entidades a eles associadas vêm grande relevo neste Programa, devido à oportunidade que o ProSAVANA pode trazer ao desenvolvimento agrícola em Moçambique e a inovação que revela em termos de cooperação, do ponto de vista do Brasil e Japão. Estas razões quase que obrigam a que este Programa tenha sucesso quer no seu desenvolvimento, quer na implementação, pelo que demonstram preocupação quanto às possíveis

interferências que a Sociedade Civil e os *media* mal informados possam ter no decorrer do Programa.

Moçambique e o Japão, em particular, demonstram preocupações em termos do impacto político que estas manifestações possam ter.

A forma de assegurar e apoiar os vários Governos em comunicar positivamente o ProSAVANA, quer em Moçambique, quer no estrangeiro, é fazer com que a comunicação com os *media* nacionais e internacionais funcione e fornecendo-lhes informação que lhes permita ter dados para contrapor as informação incorrectas que muitas vezes surgem nos *media* em Moçambique e no estrangeiro, como o Japão ou Brasil.

2.7. Entidades Coordenadoras do ProSAVANA

As entidades coordenadoras são as entidades responsáveis por apresentar os resultados do ProSAVANA aos seus Governos, pelo que devem ter plena informação do que está a ser desenvolvido pelo Programa. Adicionalmente, como são frequentemente requisitados para falar sobre o ProSAVANA, devem ter essa informação actualizada para que se possam pronunciar com precisão e sem cometer erros que possam prejudicar o Programa.

Os pedidos de comentários têm surgido um pouco de todo o Mundo, com enfoque em Moçambique, mas também no Brasil e Japão, e as respostas dadas devem seguir uma linha comum.

Com o reforço institucional do ProSAVANA, espera-se ainda que o Programa passe a ganhar autonomia e que os *media* passem a consultar directamente os responsáveis presentes no ProSAVANA, em vez de procurarem as entidades coordenadoras.

Essa informação deverá ainda ser utilizada para informar as entidades a que têm de responder.

2.8. Entidades Executoras dos Projectos

À semelhança das entidades coordenadoras, as entidades executoras também têm sido questionadas sobre o que é o Programa e o seu papel no desenvolvimento e implementação em Moçambique.

Essas questões surgem essencialmente junto das instituições brasileiras e japonesas, como a Embrapa ou a JICA, que neste particular tem também o papel de coordenadora.

Por estes motivos, é também relevante que as entidades executoras sejam sensibilizadas para a necessidade de, em caso de serem questionados, apenas responderem sobre os temas sobre os quais actuam, remetendo sempre para o ProSAVANA HQ quaisquer outras

perguntas. Simultaneamente, devem receber informação pública actualizada sobre o Programa, para que possam, dentro do seu projecto, saber o que podem comunicar.

2.9. Media

Por todo o mundo, os *media* procuram a notícia que lhes pareça mais atractiva e, dentro desta, o ângulo noticioso que lhes faz vender jornais: normalmente o ângulo que mais “vende” é o negativo.

De forma geral, as notícias que têm sido publicadas quer em Moçambique quer no estrangeiro, são maioritariamente fornecidas pela Sociedade Civil, pelo que o seu ângulo noticioso tem sido negativo, pejorativo para o ProSAVANA e até com informações deturpadas.

Assim, é essencial o ProSAVANA tomar as rédeas da agenda mediática relativa ao Programa, tornando-se na principal fonte de informação sobre o tema.

2.9.1. Nacionais

Os *media* nacionais moçambicanos demonstram grande interesse por este Programa que pode alterar o panorama do Corredor de Nacala e a forma como é desenvolvida a agricultura no país. Adicionalmente, têm colado o ProSAVANA aos megaprojectos que têm sido desenvolvidos no país noutros sectores, o que, além de não ser verdade, prejudica o Programa pois, ainda antes de este ser desenhado e colocado em prática, os *media* transmitem uma mensagem muito negativa de que já se espera o pior.

As suas fontes de informação sobre o ProSAVANA são:

O Governo, que tem comunicado de forma reactiva aos ataques externos ao Programa;

A Sociedade Civil, que tem uma estratégia proactiva delineada para atacar o ProSAVANA, pelas razões que já foram atrás delineadas.

Assim, o que se tem visto nos *media* é de que estes seguem uma agenda mediática sobre o tema que está a ser criada pela Sociedade Civil, procurando depois de isso ter a voz do Governo moçambicano a contrapor o que foi anteriormente apresentado.

A presença regional dos *media* não é muito grande, mas há excepções, como o Notícias, a Rádio de Moçambique, a TVM, a STV, o Mediafax, sem nunca esquecer os jornais que têm edições na Internet. No entanto, poucos têm edições nas línguas locais.

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
AIM - Agência Informação de Moçambique	

2.9.2. Regionais

Os *media* regionais em Moçambique são compostos, essencialmente, por Rádios Comunitárias e jornais electrónicos (fax ou internet), todos em línguas locais, sendo que apenas as rádios garantem cobertura mais alargada. Identificam-se ainda duas televisões comunitárias em Ribáué, Província de Nampula, e Mandimba, Província do Niassa.

Estes *media* regionais são essenciais para comunicar junto das comunidades instaladas nos distritos onde será implementado o ProSAVANA, pois alcançam áreas onde muitas vezes os *media* nacionais não chegam e porque transmitem em língua local.

As rádios, principalmente, têm grande relevância pois transmitem mensagens via oral que todos podem entender.

As rádios comunitárias estão divididas em dois grupos: as que pertencem ao Estado e são geridas pelo Instituto de Comunicação Social e as privadas que estão associadas no Fórum Nacional das Rádios Comunitárias (FORCOM).

Apesar de ser possível um contacto directo com cada uma delas, poderá ser preferível contar com o apoio dos SDAE, e também das DPA, para alcançar essas rádios, pois já há uma cooperação habitual entre essas entidades.

A abordagem a essas rádios, bem como aos restantes *media*, deverá ser sempre de um ponto de vista informativo, tentando-se sempre evitar os anúncios pagos. Contudo, poderá ter de se consagrar uma parte do orçamento de comunicação para pagar a publicação de anúncios nesses *media*, caso haja pouca receptividade em publicar essas informações e notícias nos espaços informativos.

Niassa		
	Distrito	Língua
Radio Esperança	Lichinga	Jaua
Rádio Comunitária da Cuamba	Cuamba	Jaua
Rádio Comunitária Mira-Lago	Mecanhelas	Jaua
Rádio Comunitária de Mandimba	Mandimba	Jaua
Radio Comunitária de Sanga	Sanga	Jaua
Radio Comunitária de Majune	Majune	Jaua

Nampula		
	Distrito	Língua
Rádio Encontro	Nampula	Makhuwa
Rádio e Televisão Comunitária de Ribáuè	Ribáuè	Makhuwa
Rádio Comunitária de Monapo	Monapo	Makhuwa
Rádio Comunitária de Iuluti	Mogovolas	Makhuwa

Zambézia		
	Distrito	Língua
Rádio Comunitária de Gurue	Gurue	Lowe
Rádio Comunitária do Alto Molócuè	Alto Molócuè	Lowe

2.9.3. Internacionais

As fontes de informação dos *media* internacionais têm sido, essencialmente, as mesmas dos *media* em Moçambique, havendo, no entanto, algumas diferenças no interesse mediático do tema:

O potencial agrícola de Moçambique é tema de estudo e análise há alguns anos, pelo que os *media* estão acabam por ouvir sobre o ProSAVANA quando começam a investigar sobre agricultura no país;

Apesar de várias vezes os *media* terem acesso ao tema do ProSAVANA através de alguma “denúncia”, artigo de opinião ou estudo realizado e promovido pela Sociedade Civil, têm maior abertura e preocupação em obter a visão da entidade que está a desenvolver o processo:

É portanto aconselhável a que a estratégia de comunicação também tenha como alvo os *media* internacionais, não apenas os do Japão ou Brasil, mas também de outros que tenham poder de influência.

3. REGRAS DE COMUNICAÇÃO

Esta estratégia de comunicação pretende responder a todos os desafios identificados anteriormente e enquadra-se no perfil dos principais *stakeholders* do ProSAVANA.

3.1. Mensagens-chave propostas

A comunicação do ProSAVANA deve reger-se pelas seguintes mensagens-chave:

- O ProSAVANA é um Programa que procura a segurança alimentar e o desenvolvimento socioeconómico das comunidades;
- O ProSAVANA não irá gerir terras e seus direitos de uso, havendo para isso a Lei de Terras e o Governo;
- Será o Governo moçambicano a gerir a implementação do ProSAVANA;
- Todos os Projectos do ProSAVANA foram, são ou serão alvo de consulta pública a nível comunitário, provincial e nacional;
- O objectivo do ProSAVANA é promover o desenvolvimento agrícola e social do Corredor de Nacala tendo como base a capacitação das comunidades residentes e das instituições do Estado;
- Será o Governo Moçambicano a escolher que empresas e projectos poderão ser desenvolvidos no Corredor de Nacala;
- O Corredor de Nacala e o ProSAVANA têm mais diferenças fundamentais com o Cerrado Brasileiro e o projecto lá desenvolvido que semelhanças;
- O ProSAVANA não é um megaprojecto.

3.2. Línguas a utilizar

A língua oficial do ProSAVANA é o português, ainda que o inglês seja uma língua de uso corrente entre as equipas dos projectos e as várias entidades implementadoras. Como língua de comunicação externa deverá usar-se o Português, sempre que possível, e o inglês como língua secundária. No entanto, para comunicação com as comunidades, deve-se privilegiar as línguas locais.

Assim, com base em informação recolhida pelo ProSAVANA, deve-se utilizar o Emakua para comunicar nos distritos localizados nas províncias de Nampula, bem como nos distritos no Niassa, com excepção dos localizados no Planalto de Lichinga, onde a língua predominante é o Yao, e Lomwe na Zambézia.

Ainda assim, consideramos necessário consultar todos os SDAE para confirmar a língua em que se deve comunicar no seu distrito.

3.3. Porta-voz oficial

Em entrevistas – presenciais, por email ou telefone –, encontros com jornalistas, apresentações públicas ou outros eventos públicos, deverá ser o director-geral do ProSAVANA a ser a figura que representa o Programa. À falta dessa figura, deve-se privilegiar o coordenador do ProSAVANA indicado pelo Ministério da Agricultura de Moçambique. Neste caso, os coordenadores nomeados pela JICA e pela ABC deverão ser a segunda-linha, dando apoio sempre que necessário.

No entanto, sempre que necessário os coordenadores nomeados pela ABC e JICA podem falar em nome do ProSAVANA.

É aconselhável que os três coordenadores tenham formação em técnicas de comunicação, de forma a sentirem-se mais confortáveis em frente a um jornalista e, caso seja necessário, em frente à televisão, bem como em outras acções públicas.

Deve-se ainda considerar se o Governo de Moçambique, mais concretamente o Ministério de Agricultura, deseja assumir um papel de porta-voz sobre o programa. Se assim for, este deve receber informação semanal, ou sempre que necessário – como antes de intervenções públicas –, para que o seu discurso esteja totalmente alinhado com o do restante Programa.

A nível provincial os Pontos Focais também serão porta-vozes do Programa, razão pela qual também devem receber formação em técnicas comunicacionais e receber informação actualizada. No entanto, antes de qualquer comunicação pública, devem informar o ProSAVANA-HQ.

Os porta-vozes oficiais do ProSAVANA



3.4. Outros porta-vozes do Programa

Outras entidades poderão falar sobre o ProSAVANA, no entanto, é essencial que tenham pleno conhecimento de que informações podem partilhar e quais estão actualizadas. Assim, é necessário que estes recebam informação pública dos coordenadores do Programa para estarem sempre actualizados.

Essas entidades que se têm pronunciado e que têm autoridade para falar em nome do ProSAVANA, são:

- Presidência de Moçambique;
- Governo da República de Moçambique;
- Governo do Japão;
- JICA;
- Governo do Brasil;
- ABC;
- Governadores Provinciais;
- Directores Provinciais de Agricultura.

É desejável que nenhuma outra entidade fale em nome do ProSAVANA, apesar de outras poderem falar sobre o ProSAVANA, como é o caso das entidades implementadoras.

É aconselhável que o ProSAVANA-HQ sensibilize todas estas instituições para que, sempre que sejam confrontados com a necessidade de falar sobre o Programa, consultem algum dos coordenadores de modo a terem a informação mais actual e sigam aquilo que se deseja que seja o discurso e as mensagens a passar.

3.5. Os canais de comunicação do ProSAVANA

Na comunicação formal do ProSAVANA-HQ com as entidades externas, pode ser aconselhável uma maior utilização do email do ProSAVANA: prosavana@prosavana.gov.mz de modo a que os vários coordenadores deixem de ser vistos como representantes do MINAG, JICA ou ABC e passem a ser vistos como equipa do ProSAVANA-HQ. Pretende-se com isto ajudar a que qualquer um dos coordenadores possa desempenhar um papel mais activo junto das entidades executoras, independentemente do seu país.

Com esta acção, aceleram-se processos e reforça-se a imagem institucional do Programa a nível interno e institucional.

Deve-se garantir, adicionalmente, que os coordenadores estão sempre de acordo quando é dada alguma indicação ou feito algum comentário, pois apenas com essa força de grupo conseguir-se-á dar poder à marca ProSAVANA.

Sempre que contactados telefonicamente pelos *media* fazendo algum pedido de entrevista, declarações ou informação, qualquer coordenador do ProSAVANA deve pedir para que um

email com o pedido seja enviado para o seu próprio email e para o comunicacao@prosavana.gov.mz. Dessa forma, ganha-se tempo para responder às perguntas e pode-se consultar os restantes coordenadores na melhor forma de abordar essas respostas.

Caso seja para dar entrevistas ou declarações a rádio ou televisão, esse procedimento serve para assegurar que o jornalista segue um guião pré-acordado e o entrevistado está perfeitamente preparado para essa entrevista.

4. ACÇÕES DE COMUNICAÇÃO PROPOSTAS

4.1. Acções a desenvolver nas comunidades do Corredor

As acções apresentadas daqui em diante têm como objectivo ter um impacto directo nas comunidades e garantir que estas estão devidamente informadas do que é o ProSAVANA e têm conhecimento do que é que está a ser feito no seu distrito.

4.1.1. Criação de rede distrital de colaboradores

Sendo o ProSAVANA um programa de pequena dimensão em termos de pessoal alocado a tempo inteiro, deve-se utilizar as ferramentas do Governo de Moçambique para criar uma maior proximidade com as comunidades residentes nos distritos impactados pelo ProSAVANA.

Assim, aconselha-se que se sensibilize o Governo para que, em cada um dos SDAE seja identificado uma pessoa que passe a ser uma extensão do ProSAVANA em cada distrito. Além das suas funções habituais, essa pessoa será a responsável por fazer a ponte entre o ProSAVANA e as autoridades distritais e locais, bem como com os *media* comunitários, transmitindo-lhes as informações que o ProSAVANA HQ peça para transmitir, mas também será responsável por transmitir ao ProSAVANA HQ as preocupações das autoridades e populações locais.

Após a autorização do Governo de Moçambique e a identificação das pessoas que colaborarão com o SDAE, devem-se reunir todos durante um fim-de-semana, juntamente com os directores dos SDAE, e deve-lhes dar formação sobre o ProSAVANA. Para esta formação podem ainda ser convidados membros dos DPA e dos Governos Provinciais.

Após esta formação, a rede de colaboradores do ProSAVANA passa a receber informação telefónica e por *email*, e deve-se procurar que esta pessoa passe a reunir uma vez por mês com o Conselho Consultivo Distrital, de forma a passar-lhes as informações públicas do ProSAVANA e a receber as opiniões deles sobre o decorrer do Programa. Na sequência dessas reuniões deve preparar um relatório que transmita o resultado da reunião relativamente ao ProSAVANA, essencialmente: como os membros do Conselho Consultivo receberam as notícias do ProSAVANA e se há mensagens ou preocupações da população para com o Programa.

Adicionalmente, esta rede de colaboradores, ajudará no agendamento de reuniões a nível distrital e na preparação de visitas ao terreno.

É aconselhável que este contacto com o Governo seja realizado no imediato, para que esta rede de colaboradores esteja operacional antes do final de 2013.

Esta é uma colaboração não remunerada directamente, sendo estes colaboradores pagos pelo Governo de Moçambique.

Informações que a rede de colaboradores deve comunicar aos Conselhos Consultivos:

- Visitas ou trabalhos a realizar em cada distrito;
- Anúncios de resultados do ProSAVANA relacionados com cada distrito;
- Distribuição do Boletim Informativo do Programa;
- Anúncio de campanhas ou acções de sensibilização;
- Outras consideradas relevantes.

4.1.2. Comunicação através das rádios comunitárias

As rádios comunitárias são os *media* que mais impactam directamente nas comunidades nos distritos inseridos no ProSAVANA. A comunicação nessas rádios, atrás identificadas, deve ser feita em línguas locais.

A comunicação através dessas rádios deve ter dois formatos:

Comunicação de informação relevante – sempre que haja um anúncio que impacte num distrito em particular, deve-se comunicar às comunidades desse distrito, em jeito de notícia. Entre essas comunicações devem estar:

- Anúncios de trabalhos no terreno;
- Reuniões a nível distrital;
- Anúncio de campanhas informativas ou acções de sensibilização;
- Outras informações consideradas relevantes.

Campanhas de esclarecimento sobre o que é o ProSAVANA e o que pretende. Esta campanha tem de ser nas línguas locais e deve ser gravada pelo ProSAVANA, sendo posteriormente distribuída às rádios comunitárias, para que estas transmitam essas mensagens. Estas campanhas podem envolver compra de espaço publicitário, principalmente nas rádios não estatais. Quanto às estatais, geridas pelo Instituto de Comunicação Social, tem de se avaliar com o Governo se é possível não ter custos.

As campanhas referidas no ponto dois devem basear-se nas mensagens-chave atrás definidas, explicando essencialmente quais os objectivos do ProSAVANA e qual o impacto que isso terá na vida das comunidades, salvaguardando sempre os seus direitos.

A divulgação de informação com fim noticioso deve ser constante, seguindo a estratégia definida para a generalidade do Programa.

Já a campanha deve ter início com a maior brevidade possível, para que as populações vão sendo esclarecidas e não se deixem contaminar por informações manipuladas por alguma da sociedade civil.

4.1.3. Reuniões com Direcções Provinciais de Agricultura e Governadores

É aconselhável que o ProSAVANA reúna com os Governadores Provinciais e as DPA sempre que tem algo de novo e relevante a comunicar ou, caso essa não seja a situação, semestralmente.

Tal como o Governo Central deve estar sempre informado sobre os desenvolvimentos do ProSAVANA, também as autoridades provinciais devem conhecer a fundo quem são os coordenadores responsáveis do Programa, saber do desenvolvimento e das descobertas do ProSAVANA e ter a possibilidade de expor directamente aos coordenadores as suas visão, opinião e preocupações sobre o Programa.

4.1.4. Apresentação do ProSAVANA aos Conselhos Consultivos Distritais

Os Conselhos Consultivos Distritais devem ter um bom conhecimento do que é o ProSAVANA, qual a sua evolução e o impacto que irá ter no seu distrito, pois são eles que são questionados pelas suas populações. Assim, é aconselhável que os responsáveis do Programa reúnam no Conselho Consultivo sempre que haja alguma novidade relevante a apresentar – como será o caso do Plano de Desenvolvimento – ou, pelo menos, uma vez por ano, para fazer um ponto de situação.

Mais reuniões serão desnecessárias caso a rede de colaboradores se torne efectiva e estes mantenham um contacto permanente com as autoridades distritais.

4.1.5. Reunião com entidades religiosas

Dado o poder de influência que os responsáveis das entidades religiosas têm nas populações, é aconselhável reunir com elas aquando dos momentos importantes do ProSAVANA. Estas autoridades devem ser convocadas para as apresentações do Plano Director.

Posteriormente, os representantes das várias religiões devem ser também um ponto de contacto da rede de colaboradores.

4.1.6. Sessões públicas de esclarecimento

Esta acção deve ser adoptada para as comunidades no Corredor de Nacala e para a sociedade Moçambicana, pois é importante que o máximo de pessoas possível tenha conhecimento em primeira mão, e não através dos *media* ou de outra pessoa, sobre o que é o ProSAVANA. Adicionalmente, é importante o ProSAVANA poder dizer que deu a

oportunidade a todas as pessoas de ouvirem as apresentações e o debate em torno do Programa.

Assim, é essencial que todos os processos de apresentação e discussão dos projectos do ProSAVANA tenham a determinado ponto, uma das sessões abertas ao público, quer a nível distrital, quer nas províncias do ProSAVANA, quer em Maputo.

Essas sessões deverão ter uma primeira parte de apresentação e depois outra de perguntas e respostas (com um limite máximo de tempo ou de número de perguntas) de modo a que as pessoas possam expor as suas dúvidas directamente ao ProSAVANA.

4.1.7. Teatros educativos

Uma das ferramentas com efeitos provados na comunicação com as comunidades são as representações teatrais que devem ter como objectivo a explicação do que é o ProSAVANA e a transmissão de conhecimento aos agricultores, utilizando línguas locais, danças e linguagem cómica que crie aproximação das comunidades e dos agricultores.

Para a execução desta acção deve-se fazer um levantamento de grupos teatrais nas Províncias do Norte do País e, conjuntamente com eles, desenvolver um guião que atinja os objectivos da comunicação do ProSAVANA com as comunidades.

Um dos grupos que pode ser contactado para executar esta acção é o GTO – Grupo de Teatro do Oprimido, que tem cerca de 90 grupos teatrais em todo o país, especializados em peças teatrais para escolas e comunidades. Mais informações aqui: http://www.unicef.org/mozambique/pt/participa_4693.html e pode-se ainda contactar gtomaputo@gmail.com.

4.1.8. Acções nas Escolas

As escolas são um palco essencial para a apresentação e explicação do que é o ProSAVANA e como é que ele vai criar oportunidades para o futuro das crianças. Esta acção deve ser coordenada com o Ministério da Agricultura, de modo a que eles possam fornecer pessoal para a realização desta acção, com o Ministério da Educação, que tem o pelouro sobre as escolas, e com as Províncias e Distritos.

Estas acções devem seguir o seguinte processo:

- Identificação de uma a duas em cada distrito para crianças com idades entre os 10 e os 13 anos;
- Preparação de apresentações e de uma cartilha sobre o ProSAVANA, basicamente com as informações transformadas em desenhos e linguagem acessível. Como estamos a falar de escolas oficiais, pode-se utilizar o português;

- Organização de três equipas, para que cada uma possa ir a um distrito por dia, com capacidades para falar com crianças;
- Acções nas escolas, para o número máximo de crianças, onde poderá estar presente a mascote do Programa e, além das cartilhas, podem ser distribuídos jogos de tabuleiro do ProSAVANA ou livros de culinária (ver Ferramentas de Comunicação);
- Pode ser utilizada a Mascote do ProSAVANA para sensibilizar e criar empatia com as crianças, para que se passe melhor a mensagem.

Esta acção de sensibilização nas escolas aconteceria uma vez por ano, mudando-se as escolas alvo de um ano para o outro.

4.1.9. Comunicação em feiras agrícolas

As feiras sempre foram os principais entrepostos de comercialização de bens, pelo que o ProSAVANA pode comunicar directamente com os agricultores e extensionistas nestes espaços.

Criando um espaço ProSAVANA, ou estando presente nos espaços do Ministério da Agricultura, nas principais feiras provinciais e distritais, como são o Dia do Produtor e o Dia de Campo, respectivamente, pode-se comunicar directamente com o público-alvo do Programa.

Numa primeira fase pode-se apenas comunicar o ProSAVANA, mas numa segunda estes espaços podem ser um bom local para a transmissão de conhecimento e tecnologia, sendo igualmente um local onde os agricultores podem esclarecer as suas dúvidas.

4.1.10. Comunicação por mensagens de telemóvel

O ProSAVANA poderá criar uma rede de comunicação com as comunidades e com os agricultores por telemóvel, tendo como objectivos a promoção do ProSAVANA, a comunicação de acções e campanhas a desenrolar-se no campo e, por último, a transmissão de conhecimento.

O processo, no entanto, teria de começar de forma manual e individual: como não há listas de contactos dos telemóveis divididas por localidades ou distritos, tem que se criar equipas a nível distrital que façam um levantamento dos contactos casa-a-casa. Outra forma de fazer esse levantamento será em reuniões e encontros com as comunidades. Esses contactos seriam depois organizados por distrito e por actividade: agricultores de um lado, restantes membros da comunidade do outro. Assim, seria possível segmentar a informação por grupos alvo.

Esse envio de informação seria coordenado pelo ProSAVANA-HQ, podendo, com o tempo, ser transferido para o Ministério da Agricultura.

Através dos SMS, além de acções de promoção do ProSAVANA, poder-se-ia:

- Informar sobre os preços de vários produtos nos vários distritos, para que o agricultor possa optar sobre a que mercado poderá vender o seu produto;
- Anunciar feiras agrícolas;
- Comunicar a organização de acções de formação ou transmissão de tecnologia;
- Aconselhar sobre melhores datas para plantar ou semear;

4.1.11. Inaugurações de projectos

Sempre que se justifique, deve-se organizar eventos de inauguração ou de “colocação da primeira pedra” de um projecto, por forma a mostrar as acções que já estão a ser desenvolvidas pelo ProSAVANA. O início da construção do laboratório em Nampula é um exemplo.

Estas inaugurações devem, se possível, contar com a presença do Presidente da República ou Primeiro-ministro, e Ministro da Agricultura, tornando estas ocasiões mais solenes e garantindo que têm forte cobertura mediática.

Com a presença das entidades coordenadoras, devem ser convidadas todas as autoridades da Província e ligadas ao ProSAVANA.

As três entidades coordenadoras devem fazer um pequeno discurso e, em conjunto, fazem a inauguração da obra.

Antes da inauguração devem-se seguir os preceitos e tradições locais, garantindo as oferendas. Isso deve ser tratado com o régulo responsável por aquela região.

Estes eventos devem ter cobertura mediática, convidando-se jornalistas de Maputo a acompanhar a comitiva e aproveitando a ocasião para lhes dar informação sobre o ProSAVANA.

4.2. Acções a desenvolver junto da Sociedade Moçambicana

A forma mais eficaz de impactar os moçambicanos é a comunicação através dos *media* nacionais. No entanto, para maximizar esta forma de comunicação, é importante ser eficaz naquilo que se transmite. Outra acção que se deve desenvolver é a comunicação em algumas universidades, especialmente aquelas focadas em agronomia.

4.2.1. Acções nas universidades e institutos de formação profissional

O ProSAVANA deverá identificar universidades ou escolas técnicas com cursos na área de agronomia e economia, especialmente nas Províncias de Nampula, Niassa e Zambézia, mas também em Maputo, e implementar acções que ajudem a compreender o que é o ProSAVANA, mas também que ajude a formar profissionais na área agrícola.

Neste capítulo, pode-se dividir por áreas de conhecimento e interesse do ProSAVANA, pois os vários projectos e áreas de actuação podem ser potenciados junto de diferentes públicos académicos

Assim, pode dividir as abordagens entre os potenciais extensionistas e os economistas, que conseguem perceber o potencial económico do desenvolvimento agrícola no país. Os potenciais extensionistas serão mais influenciados pelo Plano de Extensão em Modelos, enquanto os economistas se interessam mais nos modelos de desenvolvimento presentes no Plano Director. Não esquecendo que o Plano de Investigação é relevante a investigadores, agrónomos, e outros técnicos.

Outro público-alvo poderão ser os alunos das áreas de ciências, nomeadamente biologia.

4.2.1.1. Debates nas Universidades

Em comum, podem-se desenvolver acções de sensibilização e o debate sobre o ProSAVANA, explicando o que é o Programa e qual o seu impacto no futuro da produção agrícola em Moçambique.

Estas sessões de apresentação e debate contariam com a presença de responsáveis técnicos do ProSAVANA e também do Ministério da Agricultura. Aos presentes, seria distribuída informação técnica oficial do Programa.

Estes eventos aconteceriam preferencialmente em auditórios de Universidades que cubram as duas áreas, bem como outras de potencial interesse.

4.2.1.2. Formação pelas equipas do ProSAVANA

Nas disciplinas com maior enfoque na área agrícola, podem-se desenvolver parcerias em que os responsáveis técnicos dos projectos poderão dar formação directamente nas universidades ou escolas de formação técnica ou profissional.

4.2.1.3. Formação e estágios

É também aconselhável, apesar de isso já poder envolver outro género de cooperação entre os países, o desenvolvimento de protocolo com as Universidades para a captação de jovens

licenciados para estagiar em alguma das entidades executoras do ProSAVANA, e os melhores alunos de cada ano poderiam ser convidados a ir estudar ou a ir estagiar para fora de Moçambique, regressando depois a Moçambique e sendo integrados no Projecto. Isso terá, contudo, de se integrar nos *timings* de todos os parceiros.

4.2.2. Contacto através dos *media* nacionais

Tal como no caso dos *media* regionais, há duas formas de abordar os media nacionais: 1) através da divulgação de informação noticiosa; 2) em campanhas de divulgação do que é o ProSAVANA.

O primeiro caso é sempre preferível, pois tem custos muito reduzidos e tem melhor receptividade por parte do público. Já as campanhas, apesar de passarem mensagens definidas pelo ProSAVANA, terão um custo publicitário (caso não sejam feitas em parceria ou com apoio de alguma entidade).

Assim, aconselha-se a que a estratégia tenha as seguintes acções:

4.2.2.1. Encontros com jornalistas

Sempre que se considere relevante, deve-se marcar encontros com os *media*, para os informar sobre o decurso do ProSAVANA e sobre novidades que estejam em cima da mesa.

Aqui, há três formatos de encontros que devem ser considerados:

Encontros *off-the-record* com directores dos principais media, em que lhes é explicado o ProSAVANA e eles são sensibilizados para a necessidade de consultarem o Programa antes de publicarem artigos especulativos. Esses meios são:

- Notícias
- O País/STV
- Savana
- TVM
- Rádio de Moçambique
- Outros que, com o tempo, se considere importante abordar.

Mesas-redondas de esclarecimento dos jornalistas. Estas acções servem para fazer uma apresentação aos jornalistas do que é o ProSAVANA e quais as suas conclusões, mas também é onde os jornalistas colocam as suas dúvidas sobre o Programa. É o modelo ideal para fazer a apresentação do Programa.

Conferência de Imprensa: um modelo que não é o mais útil neste momento no contacto do ProSAVANA com os jornalistas. Deve-se adoptar este modelo no caso haver algo bastante relevante para anunciar.

4.2.2.2. Entrevistas

A presença nos *media* deve passar igualmente por dar entrevistas aos principais órgãos de comunicação social em Moçambique. Essas entrevistas terão de ser muito bem seleccionadas e preparadas e apenas se deve dar uma entrevista quando esta está enquadrada nos objectivos do Programa ou não perturba o seu normal funcionamento. Caso não esteja, deve-se negociar um adiamento com o jornalista, justificando que não é oportuno dá-la naquele momento.

O processo de dar uma entrevista deve ser o seguinte:

Reunião prévia com cliente:

Análise do objectivo da entrevista e das mensagens-chave a passar

- Definição se será entrevista individual ou a um grupo de jornalistas, e quais os *media* a abordar
- Definição de local e data
- Convite ao(s) *media* seleccionado(s)
- Reunião de preparação entre o assessor de comunicação com o entrevistado, preparação de mensagens a passar, análise e preparação para eventuais perguntas
- Acompanhamento da entrevista, com gravação áudio, se necessário
- *Follow-up* da entrevista, tentando evitar que se transcrevam erros
- Após publicação da entrevista, análise ao conteúdo

4.2.2.3. Comunicados de Imprensa

Sempre que haja algo relevante para comunicar, em que não se deseje expor o ProSAVANA a um contacto com os *media*, não haja tempo para o encontro ou a informação a comunicar é pouca, deve-se emitir um comunicado de imprensa.

Os comunicados de imprensa/press release devem seguir as seguintes regras:

Para se referir ao ProSAVANA, deve-se escrever “ProSAVANA” ou “Programa”;

Deve-se utilizar a fonte Calibri no título e no corpo de texto

O comunicado deve ser enviado a partir do email comunicacao@prosavana.gov.mz

As dimensões do título, texto, espaçamento entre linhas e modelo devem seguir o modelo em anexo.

4.2.2.4. Debates e análise na televisão nacional

Os debates televisivos são um bom formato para o esclarecimento do público e a confrontação de algumas entidades com alguma informação menos correcta que põem a circular nos media e na sociedade.

Estes debates, no entanto, carecem de muita experiência em televisão e muita preparação para não só saber responder aos ataques dos “opponentes” mas também saber questioná-los e colocá-los sob pressão.

Na fase final da consulta pública sobre o Plano Director pode-se propor à TVM um debate em que agrónomos, economistas, e representantes do Governo, ProSAVANA e comunidades debatam o Plano Director publicamente, para esclarecer as pessoas e demonstrar que o ProSAVANA não se esconde.

4.2.2.5. Press trip ao Corredor de Nacala

Uma das melhores formas de dar a conhecer aos *media* nacionais e internacionais a realidade de um projecto, é levá-los até ele, demonstrando o que está a ser feito e permitindo-lhes falar com pessoas que estejam a trabalhar no terreno e visitando projectos que já estejam a ser desenvolvidos no âmbito do ProSAVANA.

Neste momento, é aconselhável organizar *press trips* ao Corredor de Nacala. Ao Brasil (especificamente ao Cerrado) apenas para alguma apresentação de um estudo ou de alguma ferramenta que se pretende transportar para Moçambique, caso contrário, neste momento é importante distanciar o Corredor de Nacala do Cerrado brasileiro, dadas as suas diferenças fundamentais.

Os períodos preferíveis para ter as *press trip* são: as épocas chuvosas, imediatamente antes ou durante as colheitas; períodos de transmissão de tecnologia ou conhecimento às comunidades; inaugurações de infra-estruturas; viagens ministeriais.

No entanto, em algumas situações pode-se não seguir estas directrizes, como por exemplo estar algum órgão de comunicação internacional em Moçambique e ser importante ir ao Corredor de Nacala.

Essas viagens necessitam de um grande planeamento, quer técnico, quer orçamental, e de um acompanhamento cuidadoso, para que as notícias que sejam publicadas sejam positivas para o Programa.

Para organizar a *press trip* é necessário seguir os seguintes procedimentos:

- Definir o primeiro objectivo da visita. Exemplos:

- Apenas passar informação aos jornalistas e mostrar o desenvolvimento do projecto;
- Criar interacção com população e casos de sucesso do Programa;
- Inauguração ou eventos oficiais que necessitam de cobertura mediática.
- Identificar o local ou locais a visitar, de acordo com o objectivo;
- Definir um orçamento para a *press trip* e, de acordo com ele, identificar o número de jornalistas que se podem convidar (é necessário pagar viagem, estadia e alimentação, neste caso, apenas nas alturas de trabalho). É necessário contar com *cameramen* e fotógrafos;
- Identificado o número de jornalistas, identificar quais os *media* a convidar. Aqui pode-se convidar uns *media* para uma altura e outros para outra, podendo-se convidar um diário, um semanário, uma televisão numa viagem e os seus concorrentes noutra viagem, por exemplo;
- Convidar os jornalistas, dando-lhes informação sobre os objectivos e a agenda da viagem, pedindo confirmação com urgência, para procurar alternativas caso o jornalista não possa ir;
- Preparar informação a apresentar e distribuir pelos jornalistas. No mínimo, deve ser preparado um *press release* com toda a informação relevante que lhes será transmitida;
- Na viagem eles devem estar quase sempre acompanhados por um responsável do ProSAVANA, desde que entram no aeroporto até ao momento em que saem do avião, após o regresso;
- Durante o *press trip*, ter pelo menos uma mesa-redonda entre os coordenadores e os *media*, e um jantar ou almoço comum para convívio;
- Fazer contactos de *follow-up*, no sentido de perceber se os jornalistas necessitam de mais informação.

4.2.3. Convites a *media* internacionais

Dado que o tema do ProSAVANA tem sido despertado nos *media* internacionais pela sociedade civil, é importante o Programa assumir para si esses contactos, fazendo com que os jornalistas internacionais passem a receber a versão correcta, completa e mais actualizada sobre o desenvolvimento do ProSAVANA. Os jornalistas convidados devem ser brasileiros e japoneses, dado que tem sido nos seus países que as notícias têm tido maior impacto, mas também devem ser considerados jornalistas de órgãos de comunicação social de relevância mundial, como um The Guardian, Financial Times, New York Times, The Economist, a revista Time, Der Spiegel, Al Jazeera, entre outros. Há ainda os correspondentes em Moçambique e África do Sul de agências de informação internacionais como a Reuters, a Bloomberg e a AFP que podem escrever para os seus meios e a informação disseminar-se por todo o Mundo.

Quanto aos *media* Japoneses e Brasileiros a convidar, devem-se considerar os mais influentes, como o Yomiuri Shimbun, o Asahi Shimbun, bem como *media* japoneses em

inglês, ou uma televisão como a NHK ou a NNN, no Japão. Há ainda a ter em conta os *media* japoneses no Brasil, como o Nikkei Shimbun; Quanto aos *media* brasileiros, destacam-se a Folha de São Paulo, a Veja, a Exame, Estado de São Paulo, Valor Econômico ou uma televisão como a Record ou a Globo, do Brasil. No entanto, neste particular, os coordenadores JICA e ABC devem dar a sua opinião sobre o órgão de comunicação social a convidar para vir a Moçambique.

Pode-se considerar ainda a organização de uma press trip de jornalistas estrangeiros a Moçambique, reunindo com o ProSAVANA, mas sendo-lhe também a possibilidade de ir ao Corredor de Nacala

Aqui, processo é semelhante ao descrito no processo de organização de uma press trip, com a diferença de que os jornalistas estrangeiros devem ter um plano de viagem que lhes preencha quase a totalidade do tempo que estejam em Moçambique, com acções de trabalho, mas também lúdicas.

O ProSAVANA deve sempre oferecer-se para suportar as despesas, ainda que muitos dos *media* internacionais não aceitem esta oferta.

4.3. Acções a desenvolver junto da Sociedade Civil organizada

É aconselhável que o ProSAVANA organize e convide a Sociedade Civil para reunir e debater o Programa. Estas reuniões deverão ser em Nampula ou Maputo, e deverão estar envolvidos os coordenadores e os executores do ProSAVANA, de forma apresentarem às Organizações da Sociedade Civil as conclusões dos seus estudos, a sua estratégia nos vários projectos e os métodos que vão aconselhar para eliminar ou reduzir os impactos negativos.

Para estes encontros, dever-se-ão preparar apresentações *powerpoint* muito objectivas, que reforcem os pontos positivos do ProSAVANA.

Estes encontros devem ser abertos à discussão, mas com duração limitada a um máximo de quatro horas, dando tempo para as ONG apresentarem os seus pontos haver discussão sobre os mesmos.

Deverão ser feitas actas escritas das reuniões, e estas deverão estar também gravadas em vídeo e áudio, de forma a haver provas inatacáveis de quem esteve na reunião, do que disse e da posição que tomou.

Relativamente à influência que as organizações da Sociedade Civil exercem sobre os *media* em Moçambique, considera-se que a manutenção de uma comunicação contínua pelo ProSAVANA irá fazer com que diminua a força exercida por essas organizações, principalmente as moçambicanas, que são as que dão a cara.

Considera-se ainda que o contacto directo com as comunidades, fazendo prova disso, desvalorizará essas associações enquanto porta-vozes das comunidades ou dos agricultores.

Formas de actuar para minimizar a força destas organizações:

- Reforçar relação e contacto com as organizações;
- Organizar respostas e mensagens que respondam, indirectamente, às preocupações que a sociedade civil organizada identifica;
- Participar nos seus encontros e, sempre que haja media, falar com eles e dar o ponto de vista do ProSAVANA;
- Formalizar os contactos a pedir encontros/reuniões ou de prestação de informações, de modo a que o ProSAVANA não possa ser acusado de estar em falta;

Retirando importância às organizações da sociedade civil moçambicana, retira-se força às ONG estrangeiras a actuar em Moçambique, pois estas reduzem o seu contacto com os media e, consequentemente, a sua influência.

Adicionalmente, seguindo a estratégia de comunicação que afasta a ligação do Corredor de Nacala do Cerrado no Brasil, desvaloriza-se alguns dos principais argumentos que estas ONG internacionais têm utilizado no último ano.

Contudo, caso a sua influência se mantenha, aconselham-se as seguintes acções:

- Organizar respostas e mensagens que respondam, indirectamente, às preocupações que a sociedade civil organizada identifica;
- Questionar ou criticar (fomentar a crítica, por parte de alguma autoridade moçambicana) o papel que organizações estrangeiras estão a desempenhar em Moçambique.

4.4. Comunicação com a classe política

Identificou-se a necessidade de esclarecer os membros do Parlamento, os quais representam a população moçambicana, e satisfazer as suas dúvidas sobre o Programa. Pode ainda surgir a necessidade de esclarecimento de outros membros da classe política, como a Presidência. É essencial que todos os membros da classe política com cargos de relevo, não tenham quaisquer dúvidas sobre o Programa.

4.4.1. Reuniões com Ministérios

É fulcral que o Ministério da Agricultura tenha pleno conhecimento do ponto de situação do ProSAVANA a cada momento, pelo que aquando da finalização das várias fases dos vários projectos, este vá tendo informação extensa sobre os resultados, as recomendações e a estratégia a implementar.

Com a devida permissão do Ministério da Agricultura, pode ser importante ir apresentar o ProSAVANA e o ponto de situação actual a outros Ministérios, como o dos Negócios Estrangeiros e Cooperação, o da Planificação e Desenvolvimento, ou o do Trabalho.

A periodicidade aconselhável para desenvolver estes encontros é a semestral ou, então, sempre que necessário.

4.4.2. Reuniões com Comissão Parlamentares

No imediato, considera-se necessário fazer uma apresentação do ProSAVANA à Comissão responsável pelo pelouro da agricultura, de modo a que os deputados conheçam e confiem no ProSAVANA e não tenham espaço para criticar que o Programa ou qualquer uma das entidades coordenadoras por falta de informação.

Pode-se ainda considerar uma apresentação à Comissão Parlamentar das Relações Internacionais.

4.4.3. Comunicação através de Boletins oficiais em Moçambique

Os Boletins informativos de entidades oficiais do Estado de Moçambique devem ser potenciados para disseminar informação actualizada do ProSAVANA. O seu acesso à informação poderá ser através do *website* do Programa, da recepção de comunidades de imprensa ou estando na *mailing list* da *newsletter* do ProSAVANA.

Numa primeira fase é necessário articular com o Gabinfo e com o Ministério da Agricultura a reunião desses contactos, por forma a criar-se uma lista de contactos para os quais se pode enviar a informação.

De seguida, deve-se enviar uma carta introdutória, explicando que se vai começar a enviar essa informação. Por último, basta enviar quando essa lista estiver completa.

4.5. Comunicação Interna

Por comunicação interna pretende-se definir a comunicação entre os membros do ProSAVANA HQ, mas também a comunicação entre entidades coordenadoras, ProSAVANA HQ e entidades executoras dos Projectos.

4.5.1. Comunicação dentro do ProSAVANA HQ

O diálogo e a partilha de informação entre os membros da equipa de coordenação é fulcral para o desenvolvimento do Programa.

Para fomentar a comunicação dentro do ProSAVANA e o seguimento dos temas a serem tratados por toda a equipa, é aconselhável a aquisição de um quadro onde se possam tomar notas e criar uma agenda de temas comuns, de modo a que todos tenham sempre presente os temas a tratar em comum.

É ainda aconselhável a criação de uma dinâmica interna que permita aos coordenadores dar uma resposta uma quando há solicitações externas, mesmo que sejam das equipas técnicas ou dos coordenares. Assim, sempre que houver uma solicitação, os coordenadores devem comunicar entre si, acordar uma resposta e quem vai responder e, só aí, comunicar para fora da coordenação, já com uma indicação clara e directa.

4.5.2. Comunicação entre ProSAVANA, Entidades Coordenadoras e Executoras

Para colmatar a maiores fragilidades identificadas na comunicação entre as várias partes, é aconselhável a adopção de várias medidas:

Relatório de actividade: é essencial colocar em prática o relatório de actividade mensal, de modo a que haja um maior controlo da actividade das partes;

Organização de uma conferência telefónica mensal conjunta entre o ProSAVANA HQ e as entidades executoras, tendo como base o relatório mensal de actividade e uma agenda pré-definida pelo HQ e distribuída por todos com alguns dias de antecedência. Isto irá criar maior interacção entre as entidades executoras e o ProSAVANA HQ.

Criação de um canal de comunicação único: Sempre que seja necessário um contacto formal entre o ProSAVANA e as entidades executoras, o contacto deve ser feito de forma comum para as várias entidades, para que todas tenham um tratamento idêntico, independentemente do coordenador que faz o contacto. Pode-se inclusivamente utilizar o email prosavana@prosavana.gov.mz para fazer este contacto;

Criação de um grupo fechado no *facebook*: criar um grupo fechado e confidencial interno no *facebook*, onde não se partilhem informações nem dados confidenciais, mas que crie aproximação e fortaleça a relações entre os membros das várias equipas, os quais só podem aceder ao grupo por convite dos administradores;

Quando a intranet do *website* estiver em pleno funcionamento, deve ser utilizada para partilha de informação, dando maior celeridade aos processos.

5. Ferramentas de Comunicação

As ferramentas de comunicação aqui apresentadas têm como objectivo apoiar as acções de comunicação atrás identificadas para os vários públicos-alvo, mas também, em alguns dos casos, criar acções de comunicação e sensibilização por si próprias, como poderá ser o caso de distribuição de artigos promocionais, a criação de um programa informativo sobre o ProSAVANA ou a de um livro de culinária com receitas nutritivas dos produtos produzidos na região.

5.1. Criação e Distribuição de *newsletter* do ProSAVANA

É aconselhável criar um boletim informativo/*newsletter* que contenha informação pública sobre o ProSAVANA e que seja distribuído para vários públicos-alvo, como por exemplo:

- Entidades coordenadoras;
- Entidades executoras;
- Presidência da República;
- Grupos Parlamentares;
- Direcções Provinciais de Agricultura;
- SDAE;
- Membros dos Conselhos Consultivos Distritais da zona de implementação do ProSAVANA;
- Outros que se considerem importantes.

Este boletim, futuramente, pode ter uma periodicidade quinzenal ou mensal, mas numa primeira fase, enquanto se define exactamente que informação lá deve ser colocada e qual o melhor formato para criar e distribuir o documento, deve ter uma periodicidade bimestral.

Este documento deve ser produzido pelo responsável ou pela assessoria de comunicação do ProSAVANA HQ, com base em informação que se possa tornar pública e pré-aprovada pelo Programa. Esta *newsletter* servirá como base para que todos aqueles que se possam pronunciar sobre o ProSAVANA tenham informação actualizada, diminuindo os riscos de que haja informações erradas ou contraditórias a circular.

Os contactos das entidades a quem deve ser enviada a *newsletter* devem ser reunidos entre as entidades coordenadoras, o ProSAVANA-HQ, as entidades implementadoras e as Direcções Provinciais de Agricultura.

5.2. Website www.prosavana.gov.mz

O *website* do ProSAVANA deve ser uma das principais ferramentas de comunicação do Programa, devendo ter informação pública actualizada, quer escrita quer fotográfica, que seja facilmente acessível por públicos nacionais e internacionais.

Deve ser “alimentado” com frequência, colocando anúncios de que acções ou processos que vão acontecer, como todas as apresentações relativas ao Plano Director, e notícias relativas à execução e conclusões desses processos. Deve-se noticiar a organização de press trips, de trabalhos de campo, inaugurações, resultados de testes, acções de formação ou transmissão de tecnologia e reuniões públicas que existam.

Deverá ter *link* para o vídeo institucional e outras reportagens e vídeos editados que se façam de acções junto das comunidades, para promover o programa e as suas acções.

Deve ainda ser alimentado com fotografias de qualidade e que vão ilustrando o trabalho desenvolvido pelo ProSAVANA.

Idealmente, o *website* deve ser gerido pela mesma pessoa/entidade, isto é: quem cria e edita os conteúdos deve ser a mesma entidade que os insere no *website*. No entanto, estes conteúdos deverão aguardar publicação até que um dos responsáveis do ProSAVANA autorize a sua publicação.

Idealmente, os conteúdos devem entrar no *website* menos de 48 horas após terem acontecido.

5.3. FAQ

Com base na análise feita serão definidas uma lista de perguntas que os media já terão realizado/poderão querer vir a fazer e serão propostas respostas a essas mesmas perguntas. Essa lista irá sendo sempre actualizada. Após discussão desta lista e aprovação por parte do ProSAVANA, estas serão as respostas que servirão de base para perguntas que os *media* façam ao ProSAVANA.

Essas FAQ servirão para facilitar o contacto com os *media* e agilizar as respostas a perguntas que possam ser feitas aos coordenadores.

Poderão ser elaboradas FAQ a vários níveis:

- 1) Nível do ProSAVANA-HQ – respostas mais completas e técnicas que facilitem a elaboração de respostas pela coordenação quando há solicitações de entidades externas;
- 2) Nível das equipas técnicas – respostas mais simples que respondam às dúvidas das comunidades e dos agricultores;
- 3) Para o *website* ProSAVANA – respostas mais genéricas que esclareçam o que é o ProSAVANA e quais são os seus processos.

5.4. Spot de rádio ProSAVANA

Como já foi identificado, a rádio será possivelmente o meio de comunicação social mais eficaz para comunicar desde o nível das localidades até ao nível nacional. Assim, deve-se considerar um programa semanal sobre o ProSAVANA e a agricultura no Corredor de Nacala, que informe ouvintes da rádio sobre o Programa, mas que também lhes transmita informação de como devem melhorar a sua produção agrícola.

Para comunicar na rádio podem-se gravar dois tipos de mensagens:

1) Comunicação sobre o que é o ProSAVANA

O objectivo é passar mensagens dizendo o que é o ProSAVANA, os seus projectos e o seu ponto de situação. Vai sendo actualizado sempre que necessário e, após algumas repetições pode-se abandonar esta comunicação.

2) Transmissão de conhecimento por rádio

A proposta passa por gravar cerca de 30 a 40 *spots* de rádio, com um a dois minutos cada, que dêem um conselho rápido sobre a produção agrícola e termine com uma frase alusiva ao ProSAVANA.

Os *spots* de rádio seriam gravados em português, emakua e jua e enviados para a RDM e as rádios comunitárias, passando diariamente sempre à mesma hora.

Esta divulgação pode ter custos, mas pode-se procurar fazer acordos com as rádios detidas pelo Estado para conseguir preços mais baixos.

5.5. Vídeo institucional

O vídeo institucional tem como objectivo ser a cara do Programa para aqueles que pouco ou nada conhecem o ProSAVANA e também ser um veículo de comunicação relevante para os que não lêem ou falam português. Os vídeos podem ter locução em várias línguas, inclusive línguas nativas de várias regiões de Moçambique, e assim ser apresentados em reuniões públicas às populações habitantes das regiões do Programa.

A CV&A considera que o vídeo deve ter uma duração máxima de dez minutos, conter imagens do cenário, entrevistas, música, *motion graphics* (desenhos e textos informativos animados), e deve seguir o seguinte guião:

- a) Retrato agrícola do país e do seu potencial
- b) Importância da agricultura para o desenvolvimento do país e do Corredor de Nacala
- c) O PEDSA
- d) História e descritivo do ProSAVANA, com seus objectivos

- e) Onde o ProSAVANA se insere no Corredor de Nacala
- f) Os projectos do ProSAVANA
- g) A interacção com a população
- h) A importância do ProSAVANA para as comunidades e para o país
- i) Exemplo do processo de produção, comercialização e escoamento do produto dentro dos planos do ProSAVANA.

Este guião deverá ser desenvolvido em conjunto com a empresa recrutada para a sua filmagem e produção.

5.6. Apresentações

As apresentações do ProSAVANA, quer as institucionais quer as dos projectos, devem ter uma base visual semelhante e uma linguagem equivalente. Contudo, devem ser adaptadas aos vários públicos-alvo, alterando a informação e os conteúdos dependendo dos conhecimentos do seu objectivo.

A CV&A irá trabalhar as várias apresentações para que fiquem mais legíveis, independentemente do público a quem se destinam, diferenciando-as por três grupos: um de especificidade técnica elevada; um intermédio; e um com mais informação visual.

O primeiro grupo engloba as apresentações a serem utilizadas junto dos públicos académicos, organizações da sociedade civil com conhecimentos técnicos, entidades coordenadoras e entidades executoras.

A segunda versão será utilizada nas apresentações públicas nas capitais provinciais, *workshops*, e outros públicos nacionais e provinciais, bem como as autoridades distritais do sector agrícola.

A terceira versão é destinada às comunidades, sendo maioritariamente visual, em línguas locais e preparada para ser impressa e apresentada em cartazes de dimensão A0 ou A1, ou mesmo *roll-ups*, preparados para serem apresentados no exterior, com luz solar. Estas apresentações devem falar menos de temas técnicos e mais de como o ProSAVANA vai impactar mais sobre a vida das pessoas, o que estas deverão fazer para aproveitar as oportunidades que o Programa e os Projectos vão abrir e com quem devem falar em casos de dúvida.

Estas apresentações terão sempre como base as apresentações já existentes.

5.7. Brochuras ProSAVANA

As brochuras, das quais já existe uma primeira versão, devem ser uma ferramenta a distribuir em conferências, universidades e apresentações públicas. Deve-se considerar

também fornecer apresentações para que todos os Concelhos Consultivos Distritais, Governos Provinciais, DPA tenham cópias disponíveis para distribuir queira mais informações. Também as equipas das entidades executoras devem ter sempre alguns em sua posse quando estão no terreno, para que possam distribuir a quem queiras mais informação sobre o ProSAVANA e os Projectos.

Devem ser produzidos em português e, se necessário distribuir no estrangeiro, inglês.



5.8. Folhetos com informação gráfica e línguas locais

Semelhante à brochura, mas destinado a distribuir aos membros das comunidades locais, os folhetos devem conter informação essencialmente gráfica e utilizar linguagem de fácil entendimento, preferencialmente em makhuwa ou jua. Estes folhetos devem fazer uma apresentação geral do Programa e dos Projectos, mas deve focar-se essencialmente sobre como a população pode beneficiar das oportunidades, o que é que o Programa vai alterar e com quem se deve falar para colocar dúvidas sobre o Programa.

5.9. Cartilhas ProSAVANA

As cartilhas são essencialmente para distribuir às crianças, na escola, sendo basicamente feita com desenhos e escrita em português – a língua de aprendizagem das crianças -, a cartilha deve conter informações destinadas a crianças sobre agricultura, como utilizar utensílios novos na agricultura, como é bom produzir mais para poder comercializar, ter algumas informações sobre segurança alimentar e nutrição, e ainda alguns jogos de palavras.

Estas cartilhas devem ser distribuídas nas visitas às escolas, mas também se pode considerar uma acção mais alargada de envio destas cartilhas para mais escolas no país, ajudando as crianças a perceber melhor a agricultura utilizando os métodos modernos de produção.

O objectivo é de sensibilizar as crianças para o futuro, mas que estas sejam portadoras desta informação para os pais, os quais podem vir a ser influenciados.

5.10. Relatório de Actividade do ProSAVANA, em formato *premium*

O ProSAVANA pode elaborar um relatório anual da sua actividade a distribuir pelos seus principais *stakeholders*. Este documento, em formato *premium*, irá elencar todas as actividades, e seus resultados, efectuadas pelo Programa e pelos Projectos ao longo do ano que passou.

Este relatório deverá ser composto por textos descritivos da sua actividade, reportagens fotográficas, e os objectivos/agenda para o ano que se segue. Um livro numa mistura de relatório e contas e relatório de sustentabilidade.

Deverá ser impresso, mas também deve estar disponibilizado em formato digital no *website* do ProSAVANA.

5.11. Cartazes ProSAVANA

Deve-se criar um cartaz para colocar em cada comunidade, dando informações genéricas sobre o ProSAVANA, com o mote do Programa, fotografia de um agricultor num campo fértil, e ainda quem devem contactar para clarificar as suas dúvidas.

Estes cartazes devem ser produzidos nas línguas locais.

Em situações em que seja necessário publicitar algum evento, uma feira, uma formação, etc., podem-se produzir cartazes específicos e distribuí-los pelas localidades.

Os cartazes devem ser colocados junto ao centro da localidade ou zona comercial.

5.12. Materiais Promocionais

Deve-se ainda criar materiais promocionais para distribuir às populações locais, com o objectivo de criar proximidade e empatia das comunidades com a marca ProSAVANA. Esses materiais podem ainda ser distribuídos nas escolas, formações, encontros, etc., não só às populações locais, mas também às equipas ProSAVANA e a todos os outros que irão colaborar com o Programa.

Além dos exemplos em baixo, podem-se produzir capulanas e até as ferramentas podem ter o logótipo ProSAVANA.



5.13. Mascote ProSAVANA

Com vista a criar maior impacto junto dos públicos jovens e infantis, pode-se criar uma mascote do ProSAVANA, que possa ser produzida em tamanho real, para utilizar nas acções das escolas e nas comunidades.

Esta mascote será ainda utilizada para “comunicar” com as crianças nas cartilhas que lhes serão distribuídas, falando com elas.

5.14. Livro de culinária

Sendo o Corredor de Nacala uma das zonas do país com maior nível de subnutrição, pode-se criar um livro de culinária que ensine novas formas, mais nutritivas, de cozinhar os alimentos que têm acesso. Nessas receitas deverão estar formas de cozinhar os produtos que deverão começar a ser produzidos na região, como a soja. Esse livro pode ser especialmente destinado às crianças e adolescentes, sendo-lhes distribuído nas escolas para que eles possam aprender essas novas formas de cozinhar e possam influenciar as suas mães.

A distribuição desse livro de culinária poderia ser acompanhada de uma acção nas escolas que exemplificasse essas receitas, dando depois a provar às crianças, de modo a que elas passassem a gostar dos produtos e da confecção.

5.15. Jogo do ProSAVANA

Criar um jogo de tabuleiro, género “jogo da glória”, em que as crianças possam jogar, beneficiando das técnicas e tecnologias que o ProSAVANA pretende implementar no Corredor de Nacala e sendo penalizadas pelas condicionantes que a agricultura de subsistência e pouco evoluída pode ter na agricultura.

O jogo seria inteiramente desenhado pelo ProSAVANA e distribuído pelas escolas, para que as crianças possam brincar no intervalo. As crianças-alvo devem ter entre os 10 e 15 anos.

Podem ser distribuídos entre dois a três jogos por escola, podendo alargar-se a sua distribuição não apenas à zona de implementação do ProSAVANA mas às três províncias.

Jogando este jogo, as crianças e adolescentes tornar-se-ão mais familiarizados com as ferramentas e as técnicas que o ProSAVANA pretende implementar, facilitando a sua inserção no projecto passados cinco ou dez anos.

5.16. Manual de Comunicação

Será elaborado um Manual de Comunicação que sumariza as indicações que devem ser seguidas em termos de regras de comunicação, utilização do logo e das imagens, gestão de

pedidos de comunicação, FAQ, resumidamente, indicações quanto à gestão da comunicação e da imagem do Programa e dos Projectos.

5.17. Bicicletas ProSAVANA

Nas zonas mais rurais onde o ProSAVANA actua, o transporte é um problema para muitas das comunidades. Os próprios régulos, que poderão ser relevantes na comunicação do ProSAVANA com as comunidades, têm muitas vezes dificuldades de deslocação.

Assim, foi identificada a possibilidade de se criarem bicicletas com imagem do ProSAVANA para que, caso seja necessário, sejam distribuídas pelos régulos ou outras pessoas que colaborem na disseminação da comunicação do Programa.

Futuramente, nas acções de transmissão de tecnologia, pode-se considerar a distribuição de alguns meios de transporte por cada localidade, como forma dos produtores aí residentes conseguirem deslocar-se até aos mercados para vender os seus produtos.



5.18. Estacionário ProSAVANA

Material de escritório do ProSAVANA que será utilizado não só pelos membros da equipa de coordenação, mas também nas reuniões públicas, audiências às comunidades e outros eventos onde seja necessário material de apoio.



6. PRIORIZAÇÃO DAS ACTIVIDADES E FERRAMENTAS

Prioridade I Implementar nos próximos três meses – manter ou repetir uma a três vezes por mês
Nas Comunidades do Corredor de Nacala • Reuniões com Direcções Provinciais de Agricultura e Governadores • Apresentação do ProSAVANA aos Conselhos Consultivos Distritais • Sessões públicas de esclarecimento
Junto da Sociedade Moçambicana • Contacto através dos <i>media</i> nacionais • Acções junto da Sociedade Civil organizada • Reuniões com Ministérios • Comunicação entre ProSAVANA, Entidades Coordenadoras e Executoras
Ferramentas de Comunicação • Criação e Distribuição de <i>newsletter</i> do ProSAVANA • Website www.prosavana.gov.mz • FAQ • Apresentações • Brochuras ProSAVANA • Folhetos com informação gráfica e línguas locais

Prioridade II Implementar nos próximos seis meses – manter ou repetir três a quatro vezes ao ano
Nas Comunidades do Corredor de Nacala • Criação de rede distrital de colaboradores • Reunião com entidades religiosas
Junto da Sociedade Moçambicana • Reuniões com Comissão Parlamentares • Comunicação através de Boletins oficiais em Moçambique
Ferramentas de Comunicação • <i>Spot</i> de rádio ProSAVANA • Vídeo institucional • Cartazes ProSAVANA • Materiais promocionais

Prioridade III Implementar no próximo ano – repetir uma a duas vezes ao ano, ou quando necessário
Nas Comunidades do Corredor de Nacala • Comunicação através das rádios comunitárias • Teatros Educativos • Acções nas Escolas • Comunicação em feiras agrícolas
Junto da Sociedade Moçambicana • Convites a <i>media</i> internacionais
Ferramentas de Comunicação • Cartilhas ProSAVANA • Relatório de Actividade do ProSAVANA, em formato <i>premium</i> • Mascote ProSAVANA • Livro de Culinária • Jogo do ProSAVANA

Prioridade IV

Implementar quando se considerar necessário

Nas Comunidades do Corredor de Nacala

- Comunicação por mensagens de telemóvel
- Inaugurações de projectos

Ferramentas de Comunicação

- Bicicletas ProSAVANA

7. CRONOGRAMA TENTATIVO

		Comunicação Comunidades	Comunicação Geral	Comunicação Interna	Ferramentas de Comunicação
Setembro 2013	Semanas		Entrevista The Guardian;	Análise Proposta de Estratégia;	Apresentações; Handouts; FAQ;
		Reuniões Nampula;	Envio press-release website;	Apresentação Interna; Preparação Taskforce;	Apresentações; Handouts; Cartazes Comunidades;
			Encontro com os media – apresentação ProSAVANA (17/09);	Reuniões apresentação da estratégia – Minag, JICA e ABC;	Apresentações; Handouts; Desenho materiais promocionais;
					Apresentações; Handouts;
Outubro 2013	Semanas	Reuniões com Direcções Provinciais de Agricultura e Governadores;			Gravação vídeo de reuniões;
		Reunião com entidades religiosas;			
					Gravação vídeo de reuniões;
		Apresentação do ProSAVANA aos Conselhos Consultivos Distritais;	Envio press-release balanço reuniões;		Início definição vídeo institucional;
Novembro 2013	Semanas		Reunião com Comissões Parlamentares;	1ª Edição boletim;	Apresentações;
					Apresentações;
					Gravação vídeo de reuniões;
		Press-trip media nacionais;			Gravação vídeo de reuniões;
		Workshop comunidades;			Preparação entrevista;
		Entrevista Jornal;			

		Comunicação Comunidades	Comunicação Geral	Comunicação Interna	Ferramentas de Comunicação
Dezembro 2013	Semanas				
		“Primeira Pedra” Laboratório Nampula, com press-trip;	Press-release balanço reuniões;		
					Entrega Vídeo Institucional;
Janeiro 2014	Semanas			2ª edição boletim;	
		Formação rede de colaboradores SDAE;			Gravação Spots rádio ProSAVANA;
		Reuniões Conselho Consultivos;			
Fevereiro 2014	Semanas	Press-trip Corredor de Nacala: contactos com a população;	Entrevista jornal;		Gravação Spots rádio ProSAVANA;
					Emissão spots rádio do ProSAVANA;
					Emissão spots rádio do ProSAVANA;
					Emissão spots rádio do ProSAVANA;
Fevereiro 2014	Semanas				Apresentações;
					Handouts;
					Emissão spots rádio do ProSAVANA;

		Comunicação Comunidades	Comunicação Geral	Comunicação Interna	Ferramentas de Comunicação
Março 2014	Semanas			3ª edição boletim	Apresentações; Handouts;
			Acções de sensibilização nas universidades; Cobertura mediática acções universidades;		Apresentações; Handouts;
Abril 2014	Semanas				Repetição spots ProSAVANA;
			Reunião Ministérios resultados PD; Reunião com Comissão Parlamentares: resultados PD;		Repetição spots ProSAVANA;
		Reuniões com Direcções Provinciais de Agricultura e Governadores;	Encontro com os media moçambicanos resultado PD;		Repetição spots ProSAVANA; Início criação Mascote;
					Repetição spots ProSAVANA;
Maio 2014	Semanas			4ª edição boletim	
		Press-trip media internacionais;			
		Reuniões Conselhos Consultivos – resultados PD; Reunião com entidades religiosas;			

		Comunicação Comunidades	Comunicação Geral	Comunicação Interna	Ferramentas de Comunicação
Junho 2014	Semanas				
		Acções escolas;			
		Acções escolas;			
Julho 2014	Semanas			5ª edição boletim	Repetição spots ProSAVANA;
					Repetição spots ProSAVANA;
					Repetição spots ProSAVANA;
					Stand FACIM; Repetição spots ProSAVANA;
Agosto 2014	Semanas				Stand FACIM;
					Stand FACIM;
					Stand FACIM;
			FACIM;		



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
• 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;	• 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
• 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;	• 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

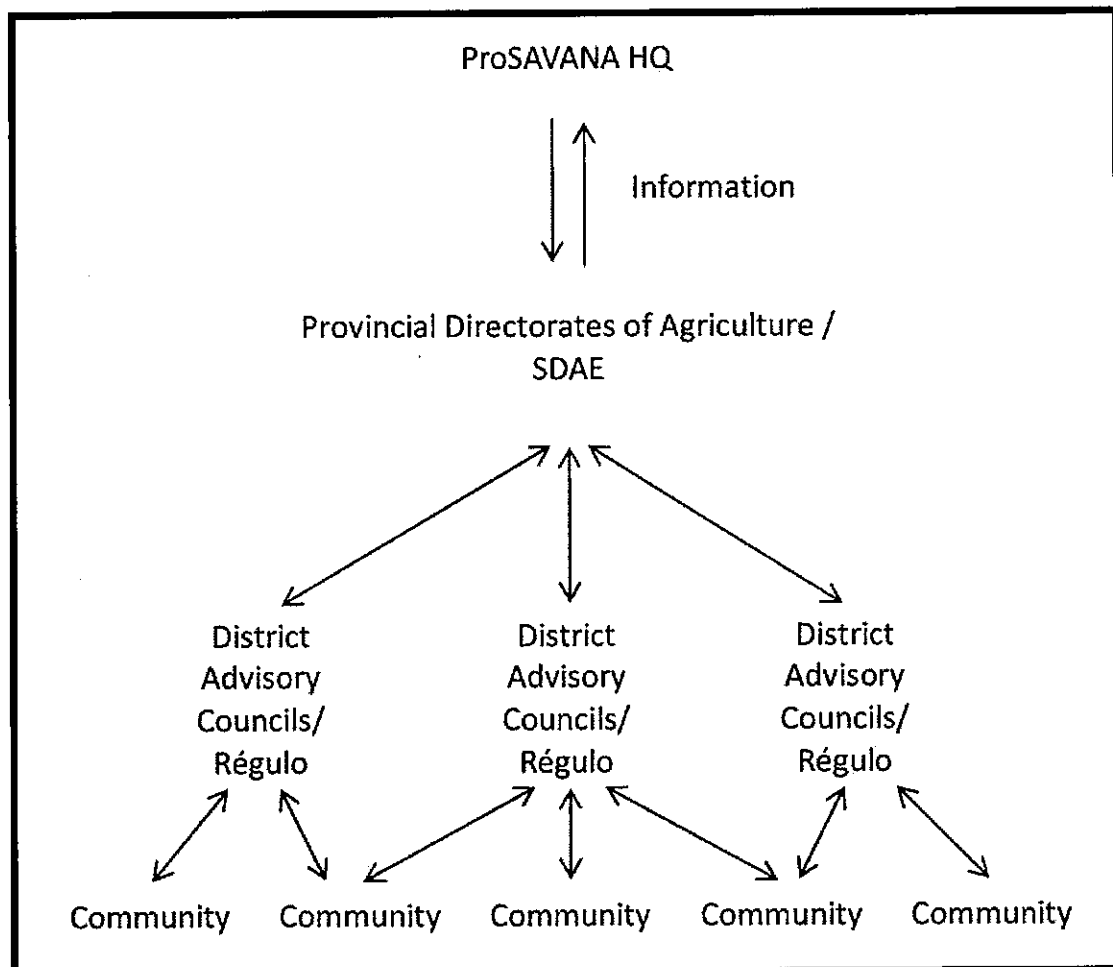
Area I	Area II	Area III	Area IV	Area V	Area VI
Monapo, Muecate, Mecuburi	Meconta, Mogovolas, Nampula, Murrupula	Ribaue, Lalaua, Malema, Alto-Molocue	Gurue (without Lioma Administrative Post)	Gurue (Lioma), Cuamba, Mecanhelas, Mandimba, Ngauma	Majune, Lichinga, Sanga
14,865 km ²	15,528 km ²	23,257 km 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.

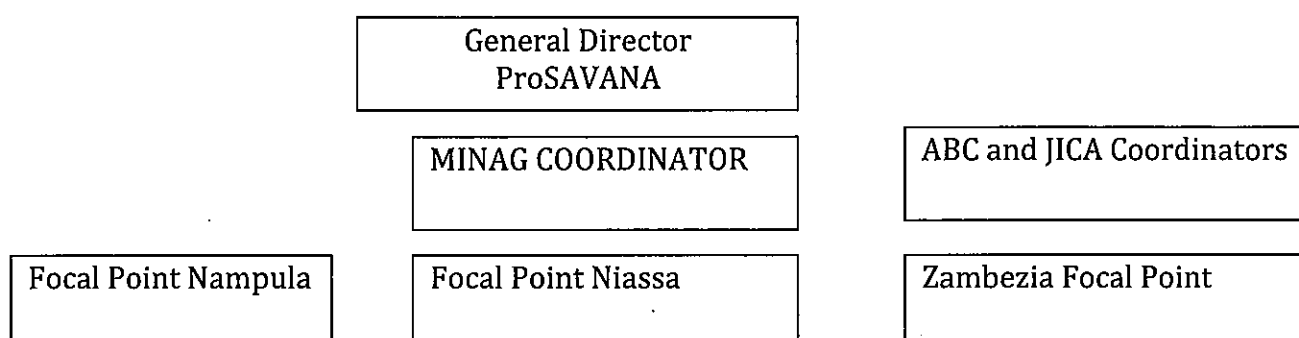
However, whenever necessary, the coordinators appointed by ABC and JICA may speak on behalf of ProSAVANA

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.

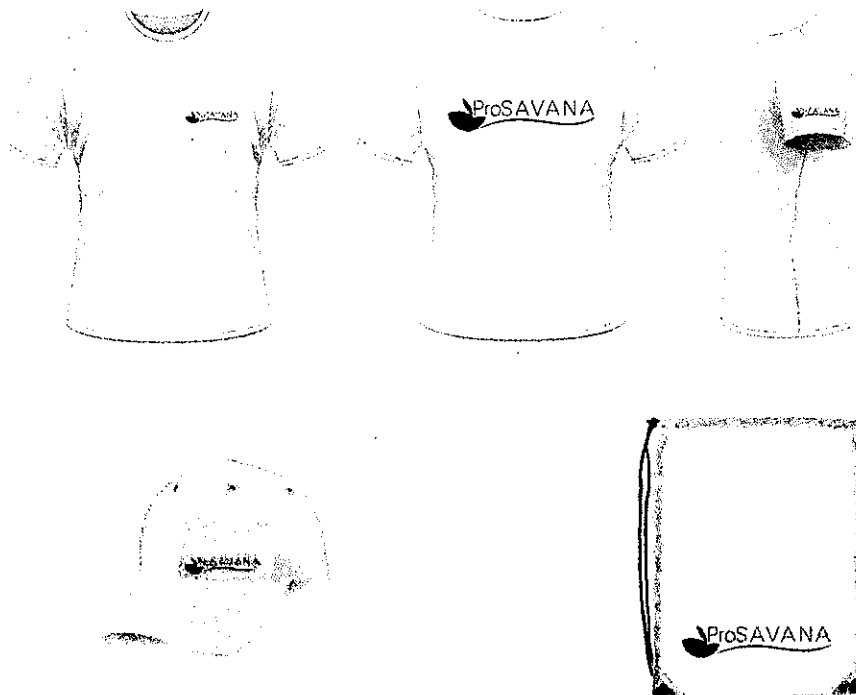
In situations where it is necessary to publicize an event, a trade fair, trainings, etc., it can be produced specific posters and distribute them through the villages.

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

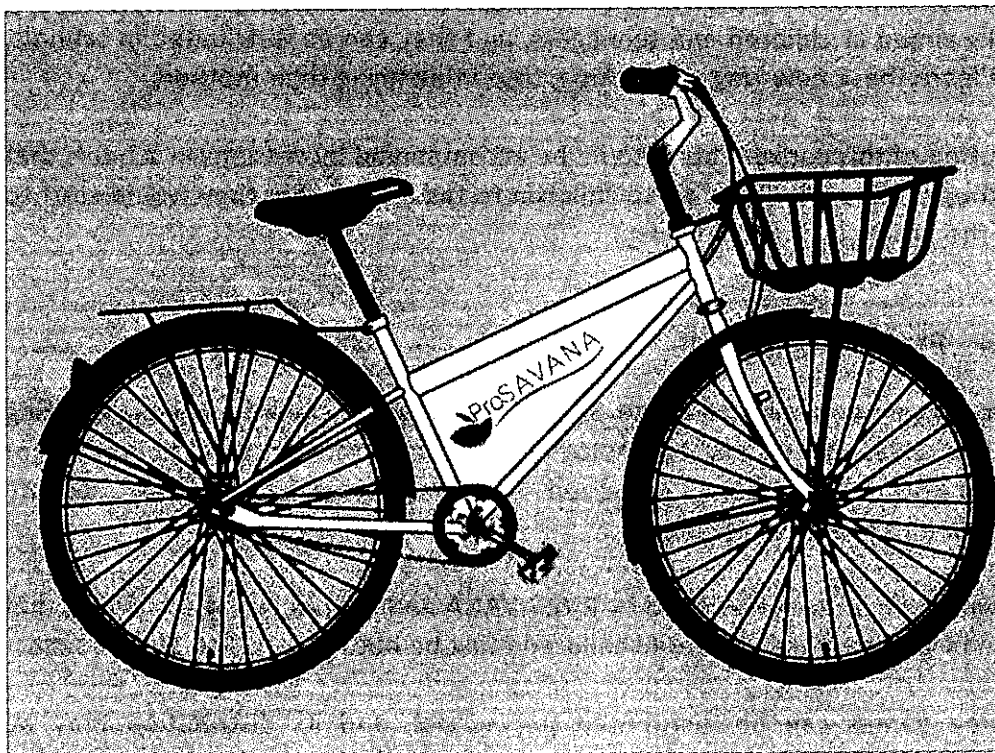
A Communication Manual that summarizes the indications that must be followed in terms of communication policies must be prepared. It will include the use of logo and images, management of communication requests, FAQ, indications regarding the management of communication and image of the programme and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

Priority 1 Implement in the next 3 months – maintain or repeat one to 3 times per month
In the Communities in Nacala Corridor • Meetings with Agriculture Provincial Director and Governors • Presentation of ProSAVANA to the District Advisory Councils • Public hearings and clarifications
Mozambican Civil Society • Contacts trough national media • Promote actions with Organized Civil Society • Meetings with ministries • Communications among ProSAVANA, Coordinators Entities and Implement entities
Communication tools • Creation and distribution of ProSAVANA Newsletter • Website www.prosavana.gov.mz • FAQ • Presentations • ProSAVANA Brochure • Leaflets with graphic information and local languages

Priority II Implement in the next 6 months – maintain or repeat three to four times a year
In the Communities in Nacala Corridor • Create a district collaborators network • Meetings with religious enteties
Mozambican Civil Society • Meetings with parlamentarians • Communication trough official bulletins in Mozambique
Communication tools • 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;			Video recording of meetings;
		workshop with communities; Newspaper interview			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;

Sua Excelência Senhor Presidente da República de Moçambique, Armando Guebuza

Sua Excelência Senhora Presidente da República Federativa do Brasil, Dilma Rousseff

Sua Excelência Senhor Primeiro-Ministro do Japão, Shinzo Abe

Excelências;

Assunto: Carta Aberta para Deter de Forma Urgente o Programa Prosavana

Exmo Sr. Presidente Armando Guebuza

Exma Sra. Presidente Dilma Rousseff

Exmo Sr. Primeiro-Ministro Shinzo Abe

O Governo da República de Moçambique, em parceria com os Governos da República Federativa do Brasil e do Japão, lançou, oficialmente, em Abril de 2011, o Programa Prosavana. O referido programa resulta de uma parceria trilateral dos três governos com o objectivo de, supostamente, promover o desenvolvimento da agricultura nas savanas tropicais do Corredor de Nacala, no Norte de Moçambique.

A estratégia de entrada e implementação do Prosava assenta-se e fundamenta-se na necessidade, justificadamente, prioritária de combate à pobreza e o imperativo nacional e humano de promoção do desenvolvimento económico, social e cultural do nosso País. Aliás, estes têm sido os principais argumentos usados pelo Governo de Moçambique para justificar a sua opção pela política de atracção de Investimento Directo Estrangeiros (IDE) e consequente implantação de grandes investimentos de mineração, hidrocarbonetos, plantações de monoculturas florestais e agronegócios destinados a produção de *commodities*.

Nós camponeses e camponesas, famílias das comunidades do Corredor de Nacala, organizações religiosas e da sociedade civil moçambicanas, reconhecendo a importância e urgência do combate a miséria e da promoção do desenvolvimento soberano e sustentado, julgamos oportuno e crucial expressar as nossas preocupações e propostas em relação ao Programa Prosavana.

O Programa Prosava já está a ser implementado através da componente “*Quick Impact Projects*” sem nunca ter sido realizado, discutido publicamente e aprovado o Estudo de Avaliação de Impacto Ambiental, uma das principais e imprescindíveis exigências da legislação moçambicana para a implementação de projectos desta dimensão, normalmente classificados como de Categoria A.

A amplitude e grandeza do Programa Prosava contrastam com o incumprimento da lei e total ausência de um debate público profundo, amplo, transparente e democrático impedido nos, (camponeses e camponesas, famílias e a população), desta forma, de exercer o direito constitucional de acesso à informação, consulta, participação e consentimento informado sobre um assunto de grande relevância social, económica e ambiental com efeitos directos nas nossas vidas.

No entanto, desde Setembro de 2012 temos vindo a realizar um amplo debate e encontros alargados com diversos sectores da sociedade moçambicana. De acordo com os últimos documentos que tivemos acesso, o Programa Prosavana constitui uma mega parceria entre os Governos de Moçambique, Brasil e Japão que irá ocupar uma área estimada em 14.5 milhões de hectares de terra, em 19 distritos das Províncias de Niassa, Nampula e Zambézia, alegadamente, destinada para o desenvolvimento da agricultura em grande escala nas savanas tropicais, localizadas ao longo do Corredor de Nacala.

Depois de vários debates ao nível das comunidades dos Distritos abrangidos por este programa, com autoridades governamentais moçambicanas, representações diplomáticas do Brasil e Japão e suas respectivas agências de cooperação internacional (Agência Brasileira de Cooperação-ABC e Agência de Cooperação Internacional do Japão-JICA), constatamos haver muitas discrepâncias e contradição nas insuficientes informações e documentos disponíveis, indícios e evidências que confirmam a existência de vícios de concepção do programa; irregularidades no suposto processo de consulta e participação pública; sérias e iminentes ameaças de usurpação de terras dos camponeses e remoção forçada das comunidades das áreas que ocupam actualmente.

Senhor Presidente de Moçambique, Senhora Presidente do Brasil e Senhor Primeiro-Ministro do Japão, a cooperação internacional deve alicerçar-se com base nos interesses e aspirações dos povos para construção de um mundo mais justo e solidário. Entretanto, o Programa Prosavana não obedece esses princípios e os seus executores não se propõem, muito menos, se mostram disponíveis a discutir, de forma aberta, as questões de fundo associadas ao desenvolvimento da agricultura no País.

Senhor Presidente Armando Guebuza, gostaríamos de lembrar que sua excelência, juntamente com milhões de moçambicanos e moçambicanas, sacrificou grande parte da sua juventude, lutando para libertar o povo e a terra da opressão colonial. Desde esses tempos difíceis, camponeses e camponesas, com os pés firmes na terra, se encarregaram de produzir comida para a nação moçambicana, erguendo o País dos escombros da guerra para a edificação de uma sociedade independente, justa e solidária, onde todos pudessem sentir-se filhos desta terra libertada.

Senhor Presidente Guebuza, mais de 80% da população moçambicana tem na agricultura familiar o seu meio de vivência, respondendo pela produção de mais de 90% da alimentação do País. O Prosavana constitui um instrumento para criação de condições óptimas para entrada no

País de corporações transnacionais, as quais irão, inevitavelmente, alienar a autonomia das famílias camponesas e desestruturar os sistemas de produção camponesa, podendo provocar o surgimento de famílias sem terra e aumento da insegurança alimentar, ou seja, a perda das maiores conquistas da nossa Independência Nacional.

Senhora Presidente Dilma Vana Rousseff, a solidariedade entre os povos moçambicano e brasileiro vem dos difíceis tempos de luta de libertação nacional, passando pela reconstrução nacional durante e após os 16 anos de guerra que Moçambique atravessou. Mais do que ninguém, a Senhora Presidente Dilma sofreu a opressão e foi vítima da ditadura militar no Brasil e conhece o custo da liberdade. Actualmente, dois terços dos alimentos consumidos no Brasil são produzidos por camponeses e camponesas e não pelas corporações que o Governo Brasileiro está a exportar para Moçambique através do Prosavana.

Senhora Presidente Dilma Rousseff, como se justifica que o Governo Brasileiro marginalize o Programa de Aquisição de Alimentos de Moçambique, o qual nós camponeses e camponesas apoiamos e incentivamos? Paradoxalmente, todos os meios financeiros, materiais e humanos, a vários níveis, são alocados para o desenvolvimento do agronegócio promovido pelo Prosavana? Como se justifica que a cooperação internacional entre o Brasil, Moçambique e Japão que devia promover a solidariedade entre os povos converta-se num instrumento de facilitação de transacções comerciais obscuras e promova a usurpação de terras comunitárias que de forma secular usamos para a produção de comida para a nação moçambicana e não só?

Senhor Primeiro-Ministro Shinzo Abe, o Japão, através da JICA, durante décadas contribuiu para o desenvolvimento da agricultura e outros sectores no nosso País. Repudiamos a actual política de cooperação do Governo Japonês com Moçambique no sector agrário. Mais do que o investimento em mega infra-estrutura no Corredor de Nacala para possibilitar o escoamento de *commodities* agrícolas, através do Porto de Nacala, bem como o apoio financeiro e humano ao Prosavana, entendemos que a aposta japonesa devia concentrar-se na agricultura camponesa, a única capaz de produzir alimentos adequados em quantidades necessárias para a população moçambicana, assim como promover um desenvolvimento sustentado.

Digníssimos representantes dos povos de Moçambique, Brasil e Japão, vivemos uma fase da história marcada pela crescente demanda e expansão de grandes grupos financeiros e corporativos transnacionais pela apropriação e controlo de bens naturais em nível global, transformando-os em mercadoria e assumindo-os como uma oportunidade de negócios.

Excelências, diante dos factos apresentados, nós camponeses e camponesas de Moçambique, famílias das comunidades rurais do Corredor de Nacala, organizações religiosas e da sociedade civil, denunciemos e repudiamos com urgência:

- A manipulação de informações e intimidação das comunidades e organizações da sociedade civil que se opõem ao Prosavana, apresentando alternativas sustentáveis para o sector agrário;

- Os iminentes processos de usurpação de terras das comunidades locais por corporações brasileiras, japonesas e nacionais; bem assim de outras nações.
- O Prosavana fundamenta-se no aumento da produção e produtividade baseada em monoculturas de exportação (milho, soja, mandioca, algodão, cana de açúcar, etc), que pretende integrar camponeses e camponesas nesse processo produtivo exclusivamente controlado por grandes corporações transnacionais e instituições financeiras multilaterais, destruindo os sistemas de produção da agricultura familiar;
- A importação das contradições internas do modelo de desenvolvimento da agricultura brasileira para Moçambique.

Diante das denúncias atrás apresentadas, nós camponeses e camponesas de Moçambique, famílias das comunidades rurais do Corredor de Nacala, organizações religiosas e da sociedade civil solicitamos e exigimos uma intervenção urgente de V.Excias Senhor Presidente de Moçambique, Senhora Presidente do Brasil e Senhor Primeiro-Ministro do Japão, na qualidade de mandatários legítimos dos vossos povos, com o objectivo de travar de forma urgente a lógica de intervenção do Programa Prosavana que trará impactos negativos irreversíveis para as famílias camponesas tais como:

- O surgimento de famílias e Comunidades Sem Terra em Moçambique, como resultado dos processos de expropriações de terras e consequentes reassentamentos;
- Frequentes convulsões sociais e conflitos sócio-ambientais nas comunidades ao longo do Corredor de Nacala, e não só;
- Agravamento e aprofundamento da miséria nas famílias das comunidades rurais e redução de alternativas de sobrevivência e existência;
- Destruição dos sistemas de produção das famílias camponesas e consequentemente a insegurança alimentar;
- Aumento da corrupção e de conflitos de interesse;
- Poluição dos ecossistemas, solos e recursos hídricos como resultado do uso excessivo e descontrolado de pesticidas, fertilizantes químicos e agrotóxicos;
- Desequilíbrio ecológico como resultado de desmatamento de extensas áreas florestais para dar lugar aos mega projectos de agronegócio.

Assim, nós camponeses e camponesas, famílias das comunidades do Corredor de Nacala, organizações religiosas e da sociedade civil nacionais signatárias desta Carta Aberta manifestamos, publicamente, a nossa indignação e repúdio contra a forma como o Programa Prosavana foi concebido e tem sido implementado nas nossas terras e comunidades do nosso País.

Defendemos o desenvolvimento da agricultura baseado em sistemas de produção e não em produtos, ou seja, a não destruição da lógica produtiva familiar que para além de questões económicas incorpora sobretudo a lógica de ocupação de espaços geográficos, a dimensão social e antropológica, que tem se revelado muito é sustentável ao longo da história da humanidade.

Os movimentos sociais e organizações signatárias desta Carta Aberta dirigem-se à V.Excias Senhor Presidente Armando Guebuza, Senhora Presidente Dilma Rousseff e Senhor Primeiro-Ministro Shinzo Abe, na vossa qualidade de chefes de Governo e de Estado e legítimos representantes dos povos de Moçambique, Brasil e Japão para requerer:

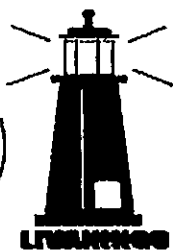
- Que mandem tomar todas as medidas necessárias para suspensão imediata de todas as acções e projectos em curso nas savanas tropicais do Corredor do Desenvolvimento de Nacala no âmbito da implementação do Programa Prosava;
- Que o Governo de Moçambique mande instaurar um mecanismo inclusivo e democrático de construção de um dialogo oficial amplo com todos os sectores da sociedade moçambicana, particularmente camponeses e camponesas, povos do meio rural, comunidades do Corredor, organizações religiosas e da sociedade civil com o objectivo de definir as suas reais necessidades, aspirações e prioridades da matriz e agenda de desenvolvimento soberano;
- Que todos os recursos humanos, materiais e financeiros alocados ao Programa Prosavana sejam realocados na definição e implementação de um Plano Nacional de Apoio à Agricultura Familiar sustentável (sistema familiar), defendido há mais de 25 anos pelas famílias camponesas de toda a República de Moçambique, com o objectivo de apoiar e garantir a soberania alimentar de mais de 16 milhões de moçambicanos que têm na agricultura o seu meio de vida;
- Que o Governo moçambicano priorize a soberania alimentar, agricultura de conservação e agroecologia como as únicas soluções sustentáveis para a redução da fome e promoção da alimentação adequada;
- Que o Governo moçambicano adopte políticas para o sector agrário centradas no apoio à agricultura camponesa, cujas prioridades assentam-se no acesso ao crédito rural, serviços de extensão agrária, sistemas de irrigação, valorização das sementes nativas e resistentes às mudanças climáticas, infra-estruturas rurais ligadas a criação de capacidade produtiva e políticas de apoio e incentivo a comercialização rural;

Finalmente e em função do enunciado acima, nós camponeses e camponesas moçambicanas, famílias das comunidades rurais do Corredor de Nacala, organizações religiosas e da sociedade civil exigimos uma cooperação entre os Países assente nos interesses e aspirações genuínas dos povos; uma cooperação que sirva para a promoção de uma sociedade mais justa e solidária. Sonhamos com um Moçambique viável e melhor, onde todos os moçambicanos e moçambicanas

possam sentir-se filhos desta terra, , unidos e engajados na construção de um Estado cuja soberania emana e reside no Povo.

署名団体

1. União Nacional de Camponeses-UNAC
2. Acção Académica para o Desenvolvimento das Comunidades Rurais-ADECRU
3. Associação Nacional de Extensão Rural- AENA
4. Associação de Cooperação para o Desenvolvimento-ACOORD
5. AKILIZETHO
6. FACILIDADE
7. FONG- Fórum das Organizações Não Governamentais de Gaza
8. Justiça Ambiental/Friends of The Earth Mozambique
9. Livaningo
10. OLIPA-ODES Organização para Desenvolvimento Sustentável
11. Organização Rural de Ajuda Mútua-ORAM



社会運動組織:

- 1-Amigos da Terra Brasil
- 2-CUT - Central Única dos Trabalhadores
- 3-Comissão Pastoral da Terra (CPT)
- 4-FASE - Solidariedade e Educação
- 5-FETRAF - Federação dos Trabalhadores da Agricultura Familiar
- 6-Inesc - Instituto de Estudos Socioeconómicos, do Brasil
- 7-Movimento dos Trabalhadores Rurais Sem Terra-Brasil
- 8-PACS-Instituto Políticas Alternativas para o Cone Sul
- 9-REBRIP - Rede Brasileira Pela Integração dos Povos

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REPÚBLICA DE MOÇAMBIQUE

MINISTÉRIO DA AGRICULTURA
O MINISTRO

Ofício nº 83/GMINAG/400/2014

ASSUNTO: Pontos de Resposta à “Carta Aberta para Deter e Reflectir de Forma Urgente o Programa ProSavana”

A 28 de Maio de 2013, as Organizações e Movimentos Sociais Moçambicanas publicaram a “Carta Aberta para Deter e Reflectir de Forma Urgente o Programa ProSavana”, dirigida aos Presidentes de Moçambique, Brasil e Primeiro-Ministro do Japão. Nessa Carta, o Governo de Moçambique é chamado a (i) - instaurar um mecanismo inclusivo e democrático de diálogo com todos os sectores da sociedade com o objectivo de definir as suas reais necessidades, aspirações e prioridades da matriz e agenda de desenvolvimento soberano; (ii) - apoiar a definição e implementação do Plano Nacional de Apoio a Agricultura Familiar; (iii) - a priorizar a soberania alimentar, agricultura de conservação e agro-ecológica como as únicas soluções sustentáveis para a redução da fome e promoção da alimentação adequada; (iv) - adoptar políticas para o sector agrário centradas no apoio à agricultura camponesa, cujas prioridades assentam-se no acesso ao crédito rural, serviços de extensão agrária, sistemas de irrigação, valorização das sementes nativas e resistentes às mudanças climáticas, infra-estruturas rurais ligadas a criação de capacidade produtiva e políticas de apoio e incentivo à comercialização rural.

O Governo de Moçambique e seus parceiros reconhecem a relevância destas preocupações e o papel que as organizações e movimentos sociais jogam na construção de uma sociedade de justiça, igualdade de oportunidades e equidade social no nosso país. Nesta perspectiva, o Governo de Moçambique em consulta e coordenação com os Governos do Brasil e do Japão respondem a carta aberta da Sociedade Civil e reafirmam

o seu compromisso de promover o desenvolvimento sustentável e integrado no nosso país. Foi nesta perspectiva que:

1. Em 2009, acordou com o governo do Brasil e Japão, a implementação do Programa de Cooperação Técnica para o Desenvolvimento Agrário das Savanas Tropicais (ProSAVANA) com o objectivo de garantir a transferência de tecnologias em apoio ao desenvolvimento da agricultura de pequenos e médios produtores, principalmente.
2. Este Programa alicerça-se na implementação de três Projectos, a saber:
 - a. Melhoria da Capacidade de Pesquisa e Transferência de Tecnologia para o Desenvolvimento Agrícola no Corredor de Nacala (ProSAVANA - Projecto de Investimento). Os resultados esperados são: (i) fortalecimento da capacidade operacional dos centros zonais de pesquisa do IIAM nas províncias de Nampula e Niassa, e suas áreas de cobertura; (ii) avaliação dos recursos naturais e do impacto ambiental resultante da utilização de novas tecnologias agrárias; (iii) desenvolvimento de tecnologia de melhoria do solo para uso agrário; e (iv) desenvolvimento de tecnologias adequadas para áreas de cultivo e pecuária.
 - b. Criação de Modelos de Desenvolvimento ao Nível das Comunidades com Melhoria do Serviço de Extensão Agrária (ProSAVANA - Plano de Extensão e Modelos). Os resultados esperados são: (i) implementação de Modelos de Desenvolvimento Agrário com vista ao aumento da produção de acordo com a dimensão de áreas de cultivo; (ii) melhoria da acessibilidade e da qualidade dos serviços de extensão agrária nas áreas-alvo do ProSAVANA.
 - c. Plano Director para o Desenvolvimento Agrário no Corredor de Nacala (ProSAVANA-PD). Os resultados esperados são: (i) a promoção do aumento da produtividade, produção e diversificação da produção agrícola; (ii) desenvolvimento da comercialização, distribuição e



indústrias de processamento, e fornecimento de insumos que proporcionem aumento dos produtos agrícolas para o benefício financeiro dos agricultores; (iii) uso sustentável dos recursos naturais e das áreas agrícolas.

3. Com a aprovação do Plano Estratégico para o Desenvolvimento do Sector Agrário (PEDSA) em 2011, foram iniciados os estudos para o desenho do Plano Director, tomando em consideração, as directrizes definidas num processo participativo e aprovadas pelo Governo (zoneamento agrário, culturas prioritárias, promoção e desenvolvimento da agricultura familiar). O processo de diálogo para a formulação do Plano Director continua a decorrer aos níveis central, provincial e distrital com o objectivo de aprimorar o alinhamento das futuras intervenções com as realidades socioculturais locais.
4. Aliás, é prática dominante, o crescente diálogo entre o governo e seus parceiros sociais. Por isso, temos instituídos vários mecanismos de modo a viabilizar a participação da Sociedade Civil na definição das agendas de desenvolvimento, sendo de destacar: (i) - o Fórum Terras; (ii) - Diálogo entre o Governo e CTA; (iii) - Fórum Distrital. Por outro lado, a Lei de Terras institui “Consultas Comunitárias” como principal mecanismo de identificação de terra para implementação de qualquer empreendimento privado.
5. O ProSAVANA irá, portanto, fortalecer sinergias de complementaridade com outras iniciativas do governo e em implementação ao longo do Corredor de Nacala, tais como Programa de Mercados Rurais, do Programa Nacional de Extensão Agrária, entre outros.
6. A definição de estratégias e planos de desenvolvimento nacional busca, por outro lado, maximizar as oportunidades de cooperação internacional do governo. Deste modo, para a implementação do ProSAVANA, o governo promoverá, ao longo do Corredor de Nacala particularmente, o respeito pela legislação internacional que actualmente governa o desenvolvimento da agricultura, nomeadamente: (i) -

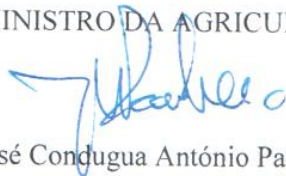


Princípios para o Investimento Agrário Responsável que Respeite os Direitos, Meios de Subsistência e Recursos; (ii) - Directrizes Voluntárias sobre a Governação Responsável da Posse da Terra, das Pescas e das Florestas no Contexto da Segurança Alimentar; e (iii) - Directrizes para o Reforço da Segurança de Posse de Terra das Comunidades Rurais e para Parceria entre Comunidades e Investidores.

7. Em suma: o ProSAVANA está sendo desenhado e será implementado tendo como foco, a garantia da segurança alimentar e nutricional. Para tal, as suas intervenções irão centrar-se no reforço da capacidade dos pequenos e médios produtores rurais para o aumento da produção e da produtividade, o uso sustentável dos recursos naturais e desenvolvimento de cadeias de valor e será tudo em articulação com outras intervenções estruturantes do governo de modo a tornar sustentável o desenvolvimento de sistemas de produção mais viradas para a satisfação das necessidades das comunidades rurais, por um lado, e integração harmoniosa da actividade agrária na estrutura económica nacional.

Maputo, 27 de Maio de 2014

O MINISTRO DA AGRICULTURA



José Condugua António Pacheco

Às
Organizações e Movimentos Sociais de Moçambique

Open Letter from Mozambican civil society organisations and movements to the presidents of Mozambique and Brazil and the Prime Minister of Japan

His Excellency the President of the Republic of Mozambique, Armando Guebuza
Her Excellency the President of the Federative Republic of Brazil, Dilma Rousseff
His Excellency the Prime Minister of Japan, Shinzo Abe

Subject: Open Letter to Urgently Stop and Reflect on the ProSavana Programme

Excellencies;

The Government of the Republic of Mozambique, in partnership with the Governments of the Federative Republic of Brazil and Japan, officially launched the ProSavana Programme in April 2011. The programme is the result of a trilateral partnership of the three governments with the purpose of, purportedly, promoting the development of agriculture in the tropical savannas of the Nacala Corridor in northern Mozambique.

The entry and implementation strategy of ProSavana is based on, justifiably, the urgent need to fight poverty and the national and human imperative of promoting the economic, social and cultural development of our country. Or at least, these have been the main arguments used by the Government of Mozambique to justify its option to pursue a policy of attracting Foreign Direct Investment (FDI) and the subsequent deployment of large investments in mining, hydrocarbons, monoculture tree plantations and agribusiness for the production of commodities.

We, the rural populations, families from the communities of the Nacala Corridor, religious organisations and Mozambican civil society, recognising the importance and urgency of combating poverty and promoting sustainable and sovereign development, believe it is timely and crucial to voice our concerns and proposals in relation to the ProSavana Programme.

The ProSavana Programme is already being implemented through its 'Quick Impact

Projects' component, without the Environmental Impact Assessment Study ever having been carried out, publicly discussed and approved, one of the main and essential requirements of Mozambican legislation for the implementation of projects of this size, normally classified as Category A.

The breadth and grandeur of the ProSavana Programme contrast with the failure of the law and the total absence of a deep, broad, transparent and democratic public debate, preventing us, (small-scale farmers, families and the population), in this way, from exercising our constitutional right of access to information, consultation, participation and informed consent on a matter of great social, economic and environmental relevance with direct impact on our lives.

However, since September 2012, we have been conducting an extensive debate and wide-reaching meetings with various sectors of Mozambican society. According to the latest documents we had access to, the ProSavana Programme is a mega partnership between the Governments of Mozambique, Brazil and Japan, which will cover an estimated area of 14.5 million hectares of land in 19 districts of the provinces of Niassa, Nampula and Zambézia, allegedly intended for the development of large-scale agriculture in tropical savannas, located along the Nacala Development Corridor.

After several discussions at community level in the districts covered by this programme, with Mozambican Government authorities, diplomatic missions of Brazil and Japan and their international cooperation agencies (Brazilian Cooperation Agency-ABC, and the International Cooperation Agency of Japan-JICA), we find that there are many discrepancies and contradictions in the sparse information and documents available, which are indications and evidence to confirm the existence of defects in the programme design; irregularities in the alleged process of public consultation and participation; serious and imminent threat of usurpation of rural populations' lands and forced removal of communities from areas that they currently occupy.

President of Mozambique, President of Brazil and Prime Minister of Japan, international cooperation must be anchored on the basis of the interests and aspirations of people to build a world of greater justice and solidarity. However, the ProSavana Programme does not abide by these principles and those driving it do not propose, much less show themselves to be available to discuss in an open manner, the substantive

issues associated with the development of agriculture in our country.

President Armando Guebuza, we would like to recall that Your Excellency, along with millions of Mozambicans, men and women, sacrificed much of your youth, fighting to liberate the people and the land from colonial oppression. Since those hard times, rural populations, with their feet firmly on the ground, took it upon themselves to produce food for the Mozambican nation, raising the country from the rubble of war to building an independent and just society characterised by solidarity, where everyone could feel that they are the children of this liberated land.

President Guebuza, more than 80% of the Mozambican population depends on family farming for its livelihood, accounting for the production of more than 90% of the country's food. ProSavana is a tool for creating optimal conditions for multinational corporations to enter the country, which will inevitably rob rural families of their autonomy and disrupt the small-scale food production systems, which could cause the emergence of landless families and increased food insecurity, i.e., the loss of the greatest achievements of our National Independence.

President Dilma Rousseff, solidarity between the peoples of Mozambique and Brazil comes from the difficult times of the national liberation struggle, through national reconstruction during and after the 16 years of war that Mozambique went through. More than anyone, President Dilma you suffered oppression and were a victim of the military dictatorship in Brazil and knows the price of freedom. Currently, two-thirds of the food consumed in Brazil is produced by rural populations and not by the corporations that the Brazilian Government is exporting to Mozambique through ProSavana.

President Dilma Rousseff, how is it justified that the Brazilian Government does not give priority to the Food Acquisition Programme in Mozambique, which we rural populations support and encourage? Paradoxically, all financial, material and human resources at various levels are allocated to agribusiness development promoted by ProSavana. How is it that international cooperation between Brazil, Mozambique and Japan, which should promote solidarity among peoples, is converted into an instrument to facilitate obscure commercial transactions and promote the grabbing of community land, which we use in the age-old manner to produce food for the Mozambican nation and beyond?

Prime Minister Shinzo Abe, Japan, through JICA, for decades contributed to the development of agriculture and other sectors in our country. We repudiate the current policy of the Japanese Government's cooperation with Mozambique in the agrarian sector. More than the investment in mega infrastructure in the Nacala Corridor to allow the outflow of agricultural commodities through the port of Nacala, as well as financial and human support to ProSavana, it is our understanding that the Japanese venture should focus on small-scale agriculture, the only one capable of producing adequate food in the quantities needed for the Mozambican population, as well as promoting sustainable and inclusive development.

Esteemed representatives of the people of Mozambique, Brazil and Japan, we live a phase in history marked by growing demand by and expansion of large financial groups and multinational corporations through appropriation and control of natural resources globally, transforming these into commodities and claiming these as a business opportunities.

Excellencies, on the strength of the facts presented, we rural populations of Mozambique, families from the rural communities of the Nacala Corridor, religious organisations and civil society, denounce and repudiate as a matter of urgency:

- The manipulation of information and intimidation of communities and civil society organisations who oppose ProSavana by presenting sustainable alternatives for the agricultural sector;
- The imminent process of usurpation of the land of local communities by Brazilian, Japanese and local corporations, as well as those of other nations;
- ProSavana is based on increasing production and productivity based on export monocultures (maize, soybean, cassava, cotton, sugar cane, etc.), which aims to integrate rural populations in the production process exclusively controlled by multinational corporations and multilateral financial institutions, destroying family farming systems;
- The importation into Mozambique of the built-in contradictions of the development model of Brazilian agriculture.

Despite the accusations presented above, we rural populations of Mozambique, families from the rural communities of the Nacala Corridor, religious organisations and civil society, request and demand urgent intervention of Your Excellencies, President of

Mozambique, President of Brazil and Prime Minister of Japan, as the legitimate representatives of your people, in order to urgently halt the intervention logic of the ProSavana Programme, which will have irreversible negative impacts for rural households such as:

- The emergence of landless families and communities in Mozambique as a result of the processes of land expropriations and consequent resettlement;
- Frequent upheavals and socio-environmental conflicts in communities along the Nacala Corridor, and beyond;
- Worsening and deepening poverty among families of rural communities and reduced alternatives for livelihoods and existence;
- Destruction of the production systems of rural families and consequently food insecurity;
- Increased corruption and conflicts of interest;
- Pollution of ecosystems, soil and water resources as a result of excessive and uncontrolled use of pesticides, chemical fertilisers and other toxic substances;
- Ecological imbalance as a result of extensive clearing of forests to make way for agribusiness mega projects.

Thus, we small-scale farmers, families from the communities of the Nacala Corridor, religious organisations and national civil society signatories to this Open Letter, publicly express our indignation and outrage at the way the ProSavana Programme has been designed and is being implemented on our lands and the communities of our country.

We advocate for the development of agriculture based on production systems, rather than products, i.e., the non-destruction of the family method of production, which over and above economic issues also incorporates specifically the way of occupation of geographic spaces, the social and anthropological dimension that has proved very sustainable throughout the history of mankind.

The social movements and organisations signatories to this Open Letter turn to Your Excellencies, President Armando Guebuza, President Dilma Rousseff and Prime Minister Shinzo Abe, in your capacity as Heads of Government and State and legitimate representatives of the peoples of Mozambique, Brazil and Japan to see to it:

- That all necessary measures are taken to immediately suspend all activities and projects under way in the tropical savannas of the Nacala Development Corridor within

the scope of the implementation of the ProSavana Programme;

- That the Government of Mozambique see to it that an inclusive and democratic mechanism is set up for the creation of an official broad dialogue with all sectors of Mozambican society, particularly small-scale farmers, rural people, Corridor communities, religious organisations and civil society with the aim of defining their real needs, aspirations and priorities in the national development matrix and agenda;
- That all human, material and financial resources allocated to the ProSavana Programme be reallocated to efforts to define and implement a National Plan for the Support of Sustainable Family Farming (the family system), advocated for more than two decades by rural families throughout the Republic of Mozambique with the aim of supporting and guaranteeing food sovereignty for the more than 16 million Mozambicans for whom agriculture is the main means of livelihood;
- That the Mozambican Government prioritise food sovereignty, conservation agriculture and agro-ecology as the only sustainable solutions for reducing hunger and promoting proper nutrition;
- That the Mozambican Government adopt policies for the agricultural sector focused on support for small-scale agriculture, whose priorities are based on access to rural credit, farming extension services, irrigation, giving value to native seeds that are resistant to climate change, rural infrastructure linked to the creation of productive capacity and policies that support and promote the commercialisation of rural production.

Finally and according to the statement above, we Mozambican small-scale farmers, families from the rural communities of the Nacala Corridor, religious organisations and civil society, demand cooperation among countries based on the genuine interests and aspirations of the people, a cooperation that serves the promotion of a more just and caring society. We dream of a better and viable Mozambique, where all Mozambicans men and women can feel that they are the children of this land, united and engaged in the construction of a state whose sovereignty comes from and resides in the people.

Maputo, on this, the 28th day of May, 2013

Signatory Mozambican organisations/ social movements:

1. Acção Académica para o Desenvolvimento das Comunidades Rurais (ADECRU)

2. Associação de Apoio e Assistência Jurídica as Comunidades (AAAJC) -Tete
3. Associação Nacional de Extensão Rural (AENA)
4. Associação de Cooperação para o Desenvolvimento (ACOORD)
5. AKILIZETHO-Nampula
6. Caritas Diocesana de Lichinga-Niassa
7. Conselho Cristão de Moçambique (CCM)- Niassa
8. ESTAMOS - Organização Comunitária
9. FACILIDADE-Nampula
10. Justiça Ambiental/Friends of The Earth Mozambique
11. Fórum Mulher
12. Fórum das Organizações Não Governamentais do Niassa (FONAGNI)
13. Fórum Terra-Nampula
14. Fórum das Organizações Não Governamentais de Gaza (FONG)
15. Kulima
16. Liga Moçambicana de Direitos Humanos-LDH
17. Livanningo
18. Organização para Desenvolvimento Sustentável (OLIPA-ODES)
19. Organização Rural de Ajuda Mútua (ORAM)-Delegação de Nampula
20. Organização Rural de Ajuda Mútua (ORAM)- Delegação de Lichinga-Niassa
21. Plataforma Provincial da Sociedade Civil de Nampula
22. Rede de Organizações para o Ambiente e Desenvolvimento Sustentável (ROADS) Niassa
23. União Nacional de Camponeses-UNAC

Signatory international organisations/social movements:

1. Alter Trade Japan Inc.- Japan
2. Amigos da Terra Brasil
3. Articulação Nacional de Agroecologia (ANA) -Brasil
4. Associação Brasileira de ONGs (Abong)
5. Association for the Taxation of Financial Transactions for the Aid of Citizens (ATTAC) -Japan
6. Africa Japan Forum (AJF) -Japan
7. Alternative People's Linkage in Asia (APLA) -Japan
8. Association of Support for People in West Africa (SUPA) -Japan
9. Central Única dos Trabalhadores (CUT) -Brasil

10. Comissão Pastoral da Terra (CPT) -Brasil
11. Comissão Pastoral da Terra (MT) -Brasil
12. Confederação Nacional de Trabalhadores de Agricultura (CONTAG) -Brasil
13. FASE - Solidariedade e Educação -Brasil
14. Federação dos Trabalhadores da Agricultura Familiar (FETRAF) - Brasil
15. Federação dos Estudantes de Agronomia do Brasil (FEAB)
16. Fórum Mato-grossense de Meio Ambiente e Desenvolvimento (FORMAD) -Brasil
17. Fórum de Direitos Humanos e da Terra do Mato Grosso (FDHT-MT) -Brasil
18. Fórum Brasileiro de Soberania e Segurança alimentar e Nutricional (FBSSAN)
-Brasil
19. Fórum Mudanças Climáticas e Justiça Social do Brasil
20. Fórum de Lutas de Cáceres - MT-Brasil
21. GRAIN International
22. Grupo Pesquisador em Educação Ambiental, Comunicação e Arte (GPEA/UFMT)
-Brasil
23. Grupo raízes -Brasil
24. Instituto Políticas Alternativas para o Cone Sul (PACS) -Brasil
25. Instituto Brasileiro de Análises Sociais e Económicas (Ibase) - Brasil
26. Instituto Caracol (iC) -Brasil
27. Instituto de Estudos Socioeconómicos do Brasil (Inesc)
28. Japan International Volunteer Center (JVC) -Japan
29. Justiça Global-Brasil
30. La Via Campesina- Região África 1
31. Movimento dos Trabalhadores Rurais Sem Terra-Brasil
32. Movimento Mundial pelas Florestas Tropicais (WRM) -Uruguai
33. Movimento de Mulheres Camponesas (MMC) – Brasil
34. Movimentos dos Pequenos Agricultores (MPA) -Brasil
35. Mozambique Kaihatsu wo Kangaeru Shiminno Kai - Japan
36. Network for Rural-Urban Cooperation -Japan
37. No-Pesticides Action Network in Tokyo(NPANT) - Japan
38. ODA Reform Network (ODA-Net) - Japan
39. Rede Brasileira Pela Integração dos Povos (REBRIP)
40. Rede Axé Dudu-Brasil
41. Rede Mato-Grossense de Educação Ambiental (REMTEA) -Brasil
42. Sociedade fé e vida-Brasil
43. Vida Brasil

出典：

<https://www.farmlandgrab.org/post/view/22150-open-letter-from-mozambican-civil-society-organisations-and-movements-to-the-presidents-of-mozambique-and-brazil-and-the-prime-minister-of-japan>



REPUBLIC OF MOZAMBIQUE

MINISTRY OF AGRICULTURE

THE MINISTER

Letter No /GMINAG/400/2014

SUBJECT : Points in Response to the " *Open Letter to stop and reflect on urgent matter of ProSavana Programme*

The May 28, 2013, organizations and Mozambican Social Movements published the " *Open Letter to stop and reflect urgent matter on ProSavana programme*" , addressed to the Presidents of Mozambique, Brazil and Prime Minister of Japan. In this Letter, the Government of Mozambique is called (i) to establish inclusive mechanism and democratic dialog with all sectors of society with the aim of defining the real needs, aspirations and priorities of the matrix and agenda of sovereign development; (ii) - to support the definition and implementation of the National Plan of Supporting Family Agriculture; (iii) - to prioritize food sovereignty, conservation farming and agro-ecological as the only sustainable solutions for the reduction of hunger and promoting proper nutrition; (iv) – to adopt policies for the agricultural sector focused on supporting agriculture farmers whose priorities are based on access to rural credit, agricultural extension services, irrigation systems, enhancement of native seeds and resistant to climate change, rural infrastructure linked the creation of productive capacity and policies to support and encourage the rural marketing.

The Government of Mozambique and their partners, recognizing the importance of these concerns and the role that the social organizations and movements play in the construction of a society of justice, equality of opportunities and social equality in our

country. In this framework, the Government of Mozambique in consultation and coordination with the Governments of Brazil and Japan replies to the open letter of civil society and reaffirms its commitment to promote the sustainable and integrated development in our country. It was with this in mind that:

1. In 2009, it was agreed with the government of Brazil and Japan, the implementation of the Program of Technical Cooperation for the Agricultural Development of Tropical Savannas (ProSAVANA) with the aim of ensuring the technology transfers to support agricultural development of small and medium producers, principally.
2. This Program is based on the implementation of three projects, namely:
 - a. Improving Research and Technology Transfer Capacity for Nacala Corridor Agriculture Development (ProSAVANA - Investment Project); The expected results are: (i) strengthening the operational and research capacity of IIAM zonal center in Nampula and Niassa provinces including their coverage areas; (ii) assessment of natural resources and the environmental impact resulting from the use of new agricultural technologies; (iii) development of technology to improve the soil for agricultural use; and (iv) the development of appropriate technologies for areas of cultivation and livestock.
 - b. Establishment of Development Model at Communities' Level with Improvement of Agricultural Extension Service (ProSAVANA - Extension and Model Plan). The expected results are: (i) the implementation of agricultural development models with a view to the increase of production in accordance with the dimension of cultivation areas; (ii) improving the accessibility and quality of services of agrarian extension in target areas of ProSAVANA.
 - c. Master Plan for Agricultural Development in Nacala Corridor (ProSAVANA-PD). The expected results are: (i) the promotion of increasing productivity, production and diversification of agricultural production; (ii) development of marketing, distribution and processing industries, and supply of inputs that provide increase of agricultural products for the financial

benefit of farmers; (iii) sustainable use of natural resources and agricultural areas.

3. With the approval of the Strategic Plan for Development of Agricultural Sector (PEDSA) in 2011, it was initiated studies for the design of the Master Plan, taking into account the guidelines set out in a participatory process and approved by the Government (agricultural zoning, priority crops, promotion and development of family farming). The dialog process for the formulation of the Master Plan is in progress at central, provincial and district level with the objective to improve the alignment of future interventions with the local sociocultural realities.
4. In fact, the practice is dominant, increasing dialog between the government and its social partners. For this reason, we have established several mechanisms to facilitate the participation of Civil Society in the definition and developing schedules, with emphasis on: (i) - the Land Forum; (ii) - Dialog between the Government and CTA; (iii) - District Forum. On the other hand, the Land Law establishing "Community Consultation" as the main mechanism for the identification of land for implementation of any private enterprise.
5. The ProSAVANA will, therefore, strengthen synergies and complementarity with other government initiatives implemented along the Nacala Corridor, such as a Program of Rural Markets, the National Program for Agricultural Extension, among others.
6. The definition of strategies and plans of national research development, on the other hand, maximizing the opportunities for international cooperation of the government. In this way, for the implementation of the ProSAVANA, the government will promote, along with the Nacala Corridor particularly, respect of international law that currently governs the development of agriculture, in particular: (i) - Principles of Responsible Agricultural Investment to Respect the Rights, Livelihoods and Resources; (ii) - Voluntary Guidelines on the Responsible Governance of the Possession of the Land, Fisheries and Forestry in the Context of Food Security; and (iii) - Guidelines for Strengthening the Security of Land Tenure for Rural Communities and for a Partnership between Communities and Investors.

7. In short: the ProSAVANA is being designed and will be implemented with the focus of guaranteeing food and nutritional security. For this, its interventions will focus on strengthening the capacity of small and medium rural farmers to increase production and productivity, the sustainable use of natural resources and the development of value chains and all that will be in conjunction with other interventions structuring the government so as to make the sustainable development of production systems more oriented to the needs of rural communities, on the one hand, and harmonious integration of farming in the national economic structure.

Maputo, May 2014

THE MINISTER OF AGRICULTURE

Joseph Condugua Antonio Pacheco

***The
Organizations and Social Movements in Mozambique***

プロサバンナ事業の緊急停止と再考を求める公開書簡

2013 年 5 月 28 日付（日本語訳）

モザンビーク共和国大統領
アルマンド・ゲブーザ閣下
ブラジル共和国大統領
ジルマ・ルセフ閣下
日本国総理大臣
安倍晋三閣下

モザンビーク共和国政府は、ブラジル連邦共和国政府並びに日本国政府との協力の下、2011 年 4 月にプロサバンナ事業を開始しました。当該事業は、三か国の政府による三角協力で、モザンビーク北部のナカラ回廊の熱帯サバンナにおける農業開発を促進するためのものであり、プロサバンナ事業の導入並びに実施の計画は、貧困との闘いを優先する必然性、そして我々の国の経済的・社会的・文化的発展の促進に向けた国民的及び人間的要求に根差したものとされています。

しかし、このような説明は、モザンビーク政府が、外国直接投資を誘引する政策を正当化する際、あるいは鉱物資源開発・天然ガス・モノカルチャー植林・一次産品生産のためのアグリビジネスの大きな投資事業を導入する際に、選択してきた主要な言説です。

我々農民男女、ナカラ回廊沿いのコミュニティに暮らす家族、モザンビークの宗教組織並びに市民社会組織は、貧困との闘い並びに主権や持続可能な発展促進の重要性と緊急性を認識し、プロサバンナ事業に関する我々の懸念と提案を表明すべき決定的な時機にあると確信しています。

プロサバンナ事業は、モザンビークの法律の基本的要件並びに原則の一つであるべき「環境インパクトアセスメント調査」を議論し承認することなく、そして実施することもないまま、すでに「クイック・インパクト・プロジェクト」の一部を通じて実施されています。「同アセスメント調査」では、本来、このような規模の事業の導入は、カテゴリーA と分類されるべきものです。

プロサバンナ事業の広がりと大きさは、憲法で我々に保障された情報・協議・参加へのアクセス権の行使という点において、法律を遵守しておらず、民主的で透明で幅広く深い公衆（農民男女、家族、民衆）との討論を欠いており、さらには我々の生活に直接影響を及ぼす社会・経済・環境上の諸権利に関わる事柄についてのインフォームドコンセントの不在に特徴づけられています。

我々は、2012 年 9 月以来、モザンビーク社会の多様なセクターとともに、広範な討論と集会を実施して参りました。我々がアクセスできた複数の関連文書によると、プロサバンナ事業は、モザンビーク、ブラジル、日本政府による巨大事業で、ニアサ州・ナンプーラ州・ザンベジア州内 19 郡の 1450 万ヘクタールを対象とし、ナカラ回廊沿いの熱帯サバンナにおいて農業開発を行うためのものといえます。

我々は、この事業の対象郡においてコミュニティレベルでの討論を積み重ねる一方、モザンビーク政府、ブラジルと日本の外交上の代表者、両国政府の国際協力機関（ブラジル協力庁 ABC、国際協力機構 JICA）との議論を行ってきました。その結果、プロサバンナ事業では、ようやくアクセスできたごく限られた情報や文書にすら、深刻な情報の食い違いや内在的な矛盾があることに気づかされました。同様に、事業の設計上の欠陥が根拠をもって確認されるとともに、「協議、住民参加」と呼ばれるプロセスが不正に満ちていること、現在地域にあるコミュニティが土地収奪（ランド・グラビング）や強制的な立ち退きの脅威に晒されている実態も明らかになりました。

モザンビーク大統領閣下、ブラジル大統領閣下、日本国総理大臣閣下、国際協力は、より公正で連帯に基づく世界の形成を目的とし、人びとの利益や願望を下支えするものでなくてはなりません。しかしながら、プロサバンナ事業はこれらの原則に反しており、かつその実行者らは、この国の農業開発に直結する問いをオープンな形で議論しようという意欲をまったく、あるいはほとんど示してはおりません。

アルマンド・ゲブーザ大統領閣下、何百万人ものモザンビーク人男女とともに、閣下がその青年期の大部分を、植民地支配から人びととその土地を解放するために闘ってきたことを想起したいと思います。その困難な時代から農民たちは大地にしっかり根差してモザンビーク国民のための食料を生産してきました。そして戦争で破壊された国を、公正と連帯に基づいて独立した社会へと転換するために尽力してきました。

ゲブーザ大統領閣下、モザンビーク人の 8 割は家族農業を生業としており、家族農業は食料生産の 9 割以上を担っています。プロサバンナ事業は、多国籍企業が地域に進出する上で最良の条件を整えるための道具となっています。そしてそれは、不可避免的に家族農家の自律的営みを困難にし、小農の生産システムを壊し、土地なし家族を生み出し、食料安全保障を揺るがし、我々が国として独立したことの最大の成果を失ってしまうことにつながります。

ジルマ・ルセフ大統領閣下、モザンビークとブラジルの民衆の連帯は独立闘争の困難な時期に始まっており、それはモザンビークが経験した 16 年間の戦争とその後の再建期にわたっています。他ならぬジルマ大統領閣下自身が、ブラジルの軍事独裁による抑圧の犠牲者であり、自由の価値を御存知です。現在もブラジルで作られる 3 分の 2 の食料は、ブラジル政府がプロサバンナ事業によってモザンビークから食料を輸出しようとしている企業によってではなく、小農男女によってつくられています。

ジルマ・ルセフ大統領閣下、モザンビーク小農が支持し生産のインセンティブとする「モザンビーク食料取得計画 (Programa de Aquisição de Alimentos de Moçambique)」を、ブラジル政府がないがしろにすることを正当化できるでしょうか。受け入れがたい結論ですが、プロサバンナ事業によって促進される全ての融資、物資、人的資源は、すべてアグリビジネスの発展のために注がれるものではありませんか。国民同士の連帯を促進しなければならないブラジル、モザンビーク、日本の国際協力が、不透明な商業的取引を促進の道具となり、モザンビーク国民の食料生産を担っているコミュニティの土地を奪うことを正当化できるのでしょうか。

安倍晋三総理大臣閣下、日本は JICA を通じて、我々の国の農業やその他のセクターの開発に貢献してきました。しかし、我々は、現在の日本政府のモザンビークに対する農業分野の協力は承認いたしません。日本は、ナカラ港から農産物輸出を可能とするためナカラ回廊の巨大インフラ設備に投資していますが、プロサバンナ事業に対する財政的・人的な支援についても同様に、日本は小農による農業にこそ集中的にコミットすべきであると我々は考えます。なぜなら、唯一小農農業こそが、モザンビークの人びとのため適切な食料を必要な量だけ生産することができ、それによって持続可能な発展が促進されると理解するからです。

モザンビーク、ブラジル、日本の国民の立派な代表者の皆さん、我々はグローバルに天然資源を収奪し、支配しようとする多国籍企業や巨大金融組織の拡張と増幅する要求によって特徴づけられた時代に生きています。それらは、我々を商品に替え、我々をビジネスチャンスと見なしています。

閣下殿。以上にに基づき、我々モザンビークの農民男女、ナカラ回廊沿いの農村コミュニティに暮らす家族、宗教組織、市民社会組織は、次の点について緊急に非難し、拒否いたします。

- プロサバンナ事業における巧妙なる操作。同事業に反対し、農業部門の持続可能な発展のための代替案を提案するコミュニティや市民社会組織に対する脅迫。
- ブラジルや日本や国内の企業だけでなく、他国の企業を含む、地元コミュニティの土地の収奪への差し迫ったプロセス。
- 家族経営農業による生産システムを破壊し、農民男女を巨太多国籍企業や国際金融機関によって寡占的に支配された生産プロセスに統合することを狙った、輸出のためのモノカルチャー生産（とうもろこし、大豆、キャッサバ、綿花、サトウキビ等）に基づいた生産や生産性の増大に、事業の土台を置くこと。
- 深刻な内部矛盾を生み出したブラジル農業開発のモデルをモザンビークに輸入すること。

以上に提示された非難に対し、我々モザンビークの農民男女、ナカラ回廊沿いコミュニティの家族、宗教組織、市民社会組織は、それぞれの国民によって付与された正当なる代表者としてのモザンビーク大統領閣下、ブラジル大統領閣下、日本総理大臣閣下の資格において、小農家族に無責任でネガティブな影響をもたらしうるプロサバンナ事業の介入に対し、緊急手段を採るよう、火急の介入をお願いし、これを求めます。無責任でネガティブな影響とは、具体的には次のようなものです。

- 土地の収奪や住民移転の結果として、モザンビークにおいて「土地なしコミュニティや家族」が生じること。
- ナカラ回廊沿いにおける社会の激変や社会環境をめぐる紛争の頻発。
- 加えて、農村コミュニティの家族の困窮状態の拡大や深刻化、あるいは生存や自給のための代替案の喪失。
- 小農家族生産システムの破壊と、その結果生じる食料問題。
- 農薬、化学肥料などの過剰あるいはコントロールされない利用による生態系、

土壌、水資源の汚染。

- アグリビジネスによる巨大プロジェクトのための広大な森林の伐採と、その結果としてのエコロジーバランスの崩壊。

我々、本公開書簡に署名する農民男女、ナカラ回廊コミュニティの家族、国の宗教組織や市民社会組織は、プロサバンナ事業が設計され、我々の国のコミュニティや大地に導入されつつある手法に対し、憤りと拒絶の意を公的に表明します。

我々は、生産システムに基礎をおいた農業の発展を守るのであって、生産物を守るではありません。家族農業による生産は、経済的な側面を超え、地理的な空間、社会的・人類学的次元を含むものであり、これらは人類の歴史において持続可能であることが明らかにされてきたものであります。

本公開書簡に署名した社会運動諸組織は、政府や国家の長としての責務において、モザンビーク、ブラジル、日本の国民の代表として、アルマンド・ゲブーザ大統領閣下、ジルマ・ルセフ大統領閣下、安倍晋三総理大臣閣下に対し、次のことを要求します。

- プロサバンナ事業のためナカラ回廊の熱帯サバンナで実施されているすべてのプロジェクトやアクションを即時停止するため、必要なすべての処置を命ずること。
- モザンビークのすべての層の人びと——とりわけ農民男女、農村住民、回廊沿いコミュニティ、宗教組織、市民社会組織——が、現実のニーズ、願望、優先順位、主権発展のためのアジェンダを自ら決めることを目的とした、幅広い層の人びととの公的な対話の積み重ねのための民主的でインクルーシブなメカニズムを確立することを、モザンビーク政府が命ずること。
- プロサバンナ事業のために割り当てられた人的資源や資金のすべてを、持続可能な「家族農業支援国家計画」の制定とその実施のため再配すること。同計画は、農業を生活の糧とする 1600 万人以上ものモザンビーク人の食料主権を支援し保証するため、25 年間にわたり、全モザンビーク共和国の農民家族らから擁護されてきました。
- 健康な食の促進や飢えの改善のための持続可能で唯一の解決法として、モザンビーク政府が食料主権、環境保全型農業、アグロエコロジーを優先させること。
- モザンビーク政府が、小農農業への支援を中心に据えた農業政策を採択する

こと。具体的には、農村金融、農業普及サービス、灌漑システム、在来種や気候変動に強いタネの評価、農道、農作物の市場化のための支援とインセンティブのための政策です。

以上の声明に基づき、モザンビークの農民男女、ナカラ回廊コミュニティの家族、宗教組織、市民社会組織は、三か国間の協力が、民衆の真の利益と願望に基づいたものとなること、そしてこの協力がより公正で連帯に基づく社会の創造を促すことに役立つものになることを求めます。我々は、すべてのモザンビーク人男女が、子どもたちが大地を身近に感じることができ、共に集い、その主権が国民の下に発現し存在する国家の建設に従事するといった、より良く実行可能なモザンビークを夢見ます。

マプート 2013 年 5 月 28 日

署名団体（モザンビーク）

1. Acção Académica para o Desenvolvimento das Comunidades Rurais (ADECRU)
2. Associação de Apoio e Assistência Jurídica as Comunidades (AAAJC) –Tete
3. Associação Nacional de Extensão Rural (AENA)
4. Associação de Cooperação para o Desenvolvimento (ACCOORD)
5. AKILIZETHO–Nampula
6. Caritas Diocesana de Lichinga–Niassa
7. Conselho Cristão de Moçambique (CCM)– Niassa
8. ESTAMOS - Organização Comunitária
9. FACILIDADE–Nampula
10. Justiça Ambiental/Friends of The Earth Mozambique
11. Fórum Mulher
12. Fórum das Organizações Não Governamentais do Niassa (FONAGNI)
13. Fórum Terra–Nampula
14. Fórum das Organizações Não Governamentais de Gaza (FONG)
15. Kulima
16. Liga Moçambicana de Direitos Humanos–LDH
17. Livaningo
18. Organização para Desenvolvimento Sustentável (OLIPA–ODES)
19. Organização Rural de Ajuda Mútua (ORAM)–Delegação de Nampula
20. Organização Rural de Ajuda Mútua (ORAM)– Delegação de Lichinga–Niassa
21. Plataforma Provincial da Sociedade Civil de Nampula

22. Rede de Organizações para o Ambiente e Desenvolvimento Sustentável (ROADS) Niassa
23. União Nacional de Camponeses-UNAC

賛同団体（国際）

1. Alter Trade Japan Inc. – Japan
2. Amigos da Terra Brasil
3. Articulação Nacional de Agroecologia (ANA) –Brazil
4. Associação Brasileira de ONGs (Abong)
5. Association for the Taxation of Financial Transactions for the Aid of Citizens (ATTAC) –Japan
6. Africa Japan Forum (AJF) –Japan
7. Alternative People's Linkage in Asia (APLA) –Japan
8. Association of Support for People in West Africa (SUPA) –Japan
9. Central Única dos Trabalhadores (CUT) –Brazil
10. Comissão Pastoral da Terra (CPT) –Brazil
11. Comissão Pastoral da Terra (MT) –Brazil
12. Confederação Nacional de Trabalhadores de Agricultura (CONTAG) –Brazil
13. FASE – Solidariedade e Educação –Brazil
14. Federação dos Trabalhadores da Agricultura Familiar (FETRAF) – Brazil
15. Federação dos Estudantes de Agronomia do Brasil (FEAB)
16. Fórum Mato-grossense de Meio Ambiente e Desenvolvimento (FORMAD) –Brazil
17. Fórum de Direitos Humanos e da Terra do Mato Grosso (FDHT-MT) –Brazil
18. Fórum Brasileiro de Soberania e Segurança alimentar e Nutricional (FBSSAN) –Brazil
19. Fórum Mudanças Climáticas e Justiça Social do Brasil
20. Fórum de Lutas de Cáceres – MT–Brazil
21. GRAIN International
22. Grupo Pesquisador em Educação Ambiental, Comunicação e Arte (GPEA/UFMT)–Brazil
23. Grupo raízes –Brazil
24. Instituto Políticas Alternativas para o Cone Sul (PACS) –Brazil
25. Instituto Brasileiro de Análises Sociais e Económicas (Ibase) – Brazil
26. Instituto Caracol (iC) –Brazil
27. Instituto de Estudos Socioeconómicos do Brasil (Inesc)

28. Japan International Volunteer Center (JVC) -Japan
29. Justiça Global-Brazil
30. La Via Campesina- Região África 1
31. Movimento dos Trabalhadores Rurais Sem Terra-Brazil
32. Movimento Mundial pelas Florestas Tropicais (WRM) -Uruguai
33. Movimento de Mulheres Camponesas (MMC) - Brazil
34. Movimentos dos Pequenos Agricultores (MPA) -Brazil
35. Mozambique Kaihatsu wo Kangaeru Shiminno Kai - Japan
36. Network for Rural-Urban Cooperation -Japan
37. ODA Reform Network (ODA-Net) - Japan
38. Rede Brasileira Pela Integração dos Povos (REBRIP)
39. Rede Axé Dudu-Brazil
40. Rede Mato-Grossense de Educação Ambiental (REMTEA) -Brazil
41. Sociedade fé e vida-Brazil
42. Vida Brasil

(2013 年 5 月 31 日現在)

http://www.ajf.gr.jp/lang_ja/ProSAVANA/5kai_shiryo/ref4.pdfより転載

モザンビーク共和国農業省

(仮訳)

第83/GMINAG/400/2014号

件名：「プロサバンナ緊急停止を求める3ヶ国首脳宛公開書簡」に対する返書

2013年5月28日、モザンビークの社会組織及び運動は、プロサバンナ緊急停止を求める日・伯・モザンビーク3ヶ国首脳宛公開書簡を発表した。同書簡はモザンビーク政府に対して、以下の内容を要求している。

- (i) 全ての社会セクターの人びとと、彼らの現実のニーズ、願望、優先順位、主権発展のためのアジェンダを決めることを目的として、対話の民主的でインクルーシブなメカニズムを確立すること、
- (ii) 家族農業支援国家計画の制定と実施を支援すること、
- (iii) 適切な食事の促進や飢えの改善の持続可能な唯一の解決法として食料主権、環境保全型農業、アグロエコロジーを優先させること、
- (iv) 小農農業への支援を中心に据えた農業セクターのための政策を採択すること、具体的には、農村金融へのアクセス、農業普及サービス、灌漑システム、在来種や気候変動に強い種子の重視、生産力向上につながる農村インフラ、農村商業化への支援と奨励策である。

モザンビーク政府及びそのパートナーは、これらの懸念に対する重要性や、モザンビークにおいて、正義ある、機会の公平かつ公正な社会の建設に向けて、社会的組織及び運動が果たす役割を再認識する。この観点から、モザンビーク政府は、ブラジル政府及び日本政府との協議及び調整の下、市民社会からの公開書簡に返答し、持続的及び統合的開発を促進するための約束を再確認する。かかる観点より以下のとおり。

1 2009年、主として小中規模生産者の農業開発を支援するための技術移転を保証する目的で、熱帯サバンナ農業開発技術協力プログラム（プロサバンナ）の実施をブラジル及び日本政府と合意した。

2 同プログラムでは、3つのプロジェクトの実施が土台となっている。
a 「ナカラ回廊農業開発研究技術移転能力向上プロジェクト」（プロサバンナ：

投資プロジェクト)。期待される成果は、(i) ナンプラ州及びニアサ州における農業研究所(IIAM)の研究センターオペレーション能力と研究範囲の強化、(ii) 新しい農業技術利用の結果として生じる天然資源や環境インパクトの評価、(iii) 農業使用のための土壌改良技術の開発、(iv) 耕作及び畜産地域のための適切な技術開発

b 農業普及サービスの改善によるコミュニティレベルの開発モデルの構築(プロサバンナ:普及とモデルの計画)。期待される成果は、(i) 耕作地域の広さに見合う生産の拡大を目的とした農業開発モデルの実施、(ii) プロサバンナの対象地域の農業普及サービスのアクセスや質の改善

c ナカラ回廊農業開発マスタープラン策定支援(プロサバンナ:マスタープラン)。期待される成果は、(i) 生産性及び生産の拡充、農産品の多様化の促進、(ii) 農業生産者の経済的利益のために農産物の増加をもたらす商業化、流通、加工産業の開発及びインプットの供給、(iii) 天然資源と農業地域の持続的使用

3 2011年、農業セクター開発戦略計画(PEDSA)の承認により、マスタープランの調査が開始された。このマスタープランでは、参加型のプロセスを通じて定められ政府により承認された指針(農地のゾーニング、優先的作物、家族農業の促進と開発)が考慮されている。地域の社会・文化的現実と将来の施策の調和を向上させることを目的として、マスタープラン作成のための対話のプロセスが、国家、郡、地区の各レベルで継続して進められる。

4 さらに、政府と社会的パートナーとの間の対話が実際に進んでいる。したがって、開発アジェンダの確定において市民社会が参加できる様々なメカニズムが導入されてきた。すなわち、(i)「土地フォーラム」、(ii)政府とCTA(モザンビーク経団連)における対話、(iii)「地区レベル・フォーラム」である。他方、土地法は、いかなる民間事業の実施に向けても、土地を確認する主要なメカニズムとして「コミュニティとの協議」を定めている。

5 よって、プロサバンナは、ナカラ回廊沿いの農村市場プログラムや国家農業普及プログラム等の実施において、その他の政府イニシアティブを補完する相乗効果を強化する。

6 他方、国家開発戦略計画の制定は、政府の国際協力の機会を最大化する。よって、プロサバンナの実施に向け、モザンビーク政府は、ナカラ回廊沿いに

において、特に農業開発に現在関連する国際的法令の尊重を促進する。特に、(i) 法令、生活手段や資源を尊重する責任ある農業投資の原則、(ii) 食料安全保障の観点における、土地所有、漁業、林業の責任あるガバナンスに係る自発的な指針、(iii) 農村コミュニティの土地所有の保障強化やコミュニティと投資家間のパートナーシップのための指針、である。

7 結論として、プロサバンナは現在形成中であり、食料と栄養の安全保障に焦点を当てながら実施される。そのため、その施策の中心は、生産及び生産性の向上、天然資源の持続的な使用、バリューチェーン開発のための農村の小中規模生産者の能力強化となる。また、より農村コミュニティのニーズを満たすように、国家経済構造における農業活動との調和的統合に方向付けられた生産システムの開発が持続的となるような形で、全てが政府による他の構造的施策と調整される。

マプト、2014年5月27日

農業大臣

ジョゼ・コンドウグア・アントニオ・パシェコ

モザンビーク社会組織及び運動宛て

出典：<http://mozambiquekaihatsu.blog.fc2.com/blog-entry-124.html>