

FIVE UNDERSTANDINGS TO BUILD COMMUNICATION PRACTICES FOR MOZAMBIQUE RED CROSS

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**“THERE IS
NOTHING
STRONGER
THAN THE
HEART OF A
VOLUNTEER
”**

(American Red Cross)

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List of acronyms and abbreviations

CEA	Community Engagement and Accountability
COMM	Communication
CVM	<i>Cruz Vermelha de Moçambique</i> /Mozambique Red Cross
DNGRH	<i>Direcção Nacional de Águas</i>
FB	Facebook
FbF	Forecast-based Financing
IG	Instagram
INAM	<i>Instituto Nacional de Meteorologia de Moçambique</i>
INGC	<i>Instituto Nacional de Gestão de Calamidades</i>
IPDC	International Program for the Development of Communication
PIC	Person-in Charge
RCRCC	Red Cross Red Crescent Climate Centre
RTs	Retweets
UNICEF	United Nations Children's Fund

BACKGROUND OVERVIEW

Mozambique ICT penetration and media landscape

Mozambique ICT penetration

Despite having been the third country on the African continent to start using internet technologies, Mozambique's access to ICTs is still among the lowest in Africa. According to the National Institute of Statistics (2007) general census, roughly 24 percent of the population has access to the telephone, 2.1 percent to the internet, and approximately 4 percent to a computer.

Moreover, based on the "Indicators of Science and Technology" report published by the Ministry of Science and Technology, the province of Maputo had the highest internet coverage and use in the country at 3.7 percent. The other ten provinces had lower levels of coverage. From this report, outside public and private institutions with internet networks, there are about 14,000 subscribers to the various providers such as Movitel, Vodacom, Mcel, Teledata, TVCabo, etc., of which almost half are private individuals and the remainder are small businesses.

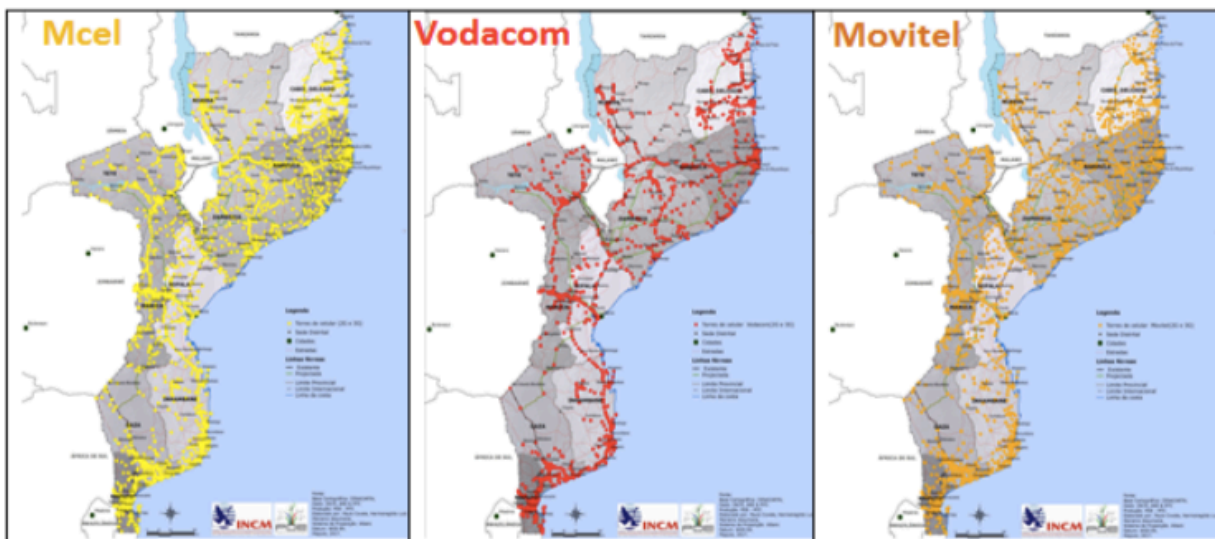


Figure 1: Mcel, Vodacom and Movitel country's coverage (Rego and Fernandes-Samuel, 2017)

About the domestic accessibility of ICTs, the study of the International Program for the Development of Communication (IPDC) shows that about 45 percent of Mozambican families

possess radios, while 19.5 percent in urban areas and 0.7 percent in rural areas have access to television. Finally, only 1.1 percent of urban families own PCs (personal computers).

As for mobile telephones, in 2009, the Eduardo Mondlane University Informatics Centre (CIUEM) published the report "Digital Inclusion in Mozambique: A Challenge for All," outlining that 111 of 128 districts in Mozambique had coverage. It means 86.7 percent nationally, including more isolated rural areas (Gaster et.al., 2009).

Media Infrastructure: Access to and use of ICTs in radio, television and the press

According to IPDC, the media sector currently is still the one with the least investment in ICTs, arguing that the biggest challenge is to invest both in the technologies and in staff training to make the best use of them. Throughout the government's drafting of the Mozambique Science and Technology Policy, a baseline study was conducted to analyze the state of scientific research, science, and technology in the national education system, and of innovation and technological development in the productive sector. This baseline study also covered the media sector and diagnosed its weak points, finding that: *"Cooperation between the media and actors in science and technology is insignificant, and the media lack specialized sectors on science and technology issues."*

Ronning (2008) states that the media infrastructure for gathering, producing, and distributing information is inadequate for an era of major technological advances. He then suggests that this is due, on the one hand, to the media's financial poverty, and on the other to Mozambique's general technological poverty.

In term of access and use of ICTs, the radio broadcasting subsector (public and community) is the most extensive in regard to both territorial and population coverage, while commercial television stations are also beginning to expand throughout the country and move beyond the urban centers.

However, critical limitations remain in this area; in particular: obsolete and insufficient transmission and production equipment in the public radio and television sector; lack of quality electricity supply, especially at the districts level; unreliable connectivity; shortage of technical capacity for maintenance and repairs to radio transmitters and studios; limited use and mastery of ICTs for producing and disseminating information; high costs for the air transport of newspapers; and indigent distribution networks (Mário & UNESCO, 2011).

In sum, the use of ICTs by the media in Mozambique is still at an early stage, but it could be developing fast, and there are prospects for improved Internet access in the future. The problems of costs and sustainability remain, and above all, the need for large-scale training to reap the full benefits of these information and communication tools.

Mozambique

Red Cross Overview

Founded on July 10, 1981, the first years of Mozambique Red Cross were characterized by extending its organization to all the provinces, large-scale training in first aid, and interventions during and after the war, as well as in response to floods and drought. Seven years after the founding, Mozambique Red Cross was recognized by the Government on May 17, 1988 (Decree no. 7/88), followed by IFRC recognition on Sept 29, 1988, and becoming a member of IFRC on October 29, 1989 (*Cruz Vermelha De Moçambique*, 2017).

The status of the Mozambique Red Cross in civil society is well established, and it is regarded as an internal part of the combined disaster management instruments in Mozambique through the responsibilities attributed to it by the Mozambican Government, including its disaster management and civil protection institutions, and through the trust deposited in it by the UN system in its capacity as a member and leader of the Shelter Cluster. The overall mission of Mozambique Red Cross (CVM) is to protect human life and health, to ensure respect for all human beings, and to prevent and alleviate human suffering. Currently, Mozambique Red Cross has 70,000 subscribing members with 5,500 active members (volunteers). Mozambique Red Cross delegations spread all over the country in 11 provincial delegations and 133 district commissions.

Based on its strategic plan, the actions of Mozambique Red Cross are following these six existing values: (1) *Person* – strengthening the capacities of communities to act in solidarity to find sustainable solutions to their most pressing needs and vulnerabilities; (2) *Integrity* – to act in accordance with the Fundamental Principles in a transparent and responsible manner; (3) *Partnerships* – as members of the International Movement of the Red Cross and the Red Crescent and guided by its statutes, they cooperate with Governments as well as with other organizations in accordance with the Fundamental principles and without compromising their emblems, and the Independence, Impartiality, and Neutrality that they represent, thus contributing to the sustainability of the CVM; (4) *Diversity* – Mozambique Red Cross respects the diversity of the communities with which it works and of the volunteers, members, and staff, based on non-discrimination and on the principles of impartiality, unity, and universality; (5) *Leadership* – Mozambique Red Cross shows leadership and seeks excellence in its work, drawing attention to the rights, needs, and vulnerabilities of the communities and the factors inherent to them; and (6) *Innovation* – Mozambique Red Cross is inspired in our common history but is committed to finding creative and sustainable solutions for the problems that threaten human welfare and dignity in a changing world.

Vision

To be the most effective, efficient, sustainable and reliable humanitarian organization, in assisting vulnerable population groups, in the country

Mission

To contribute to improving the living conditions of the most vulnerable population groups, preventing and alleviating human suffering in all places, through mobilizing resources for the promotion of the culture of peace and non-violence. Solidarity and social inclusion.

Values

To promote in all the activities humanitarian values such as social inclusion, tolerance, solidarity, respect for differences, and a culture of non-violence and peace.

Targets

To build the capacity of the CVM and its target vulnerable communities to prepare them to confront disasters, wherever it is possible to prevent them and mitigate their impact, as well as reacting to and dealing effectively with their effects.

Objectives of the CVM

- To save lives, to protect livelihoods, and strengthen post disaster and crisis recovery
- To facilitate access to health care and social services
- To promote solidarity, social inclusion and the culture of non-violence and peace
- To Strengthen the national

Communication matters

Having a large network of 70,000 subscribers, 5,500 active volunteers, and 220 employees, Mozambique Red Cross needs to deal with its multiple internal and external audiences. It has a nationwide network with its national, provincial, district, and administrative post, and locality levels.

As a component of the RCRC Movement, the Mozambique Red Cross communicates primarily with the International Committee of the Red Cross (ICRC) and Climate Centre and works closely with the German Red Cross, Belgian Red Cross, and Spain Red Cross. Similarly, Mozambique Red Cross has been working with diverse communities from governmental institutions (e.g., INGC, INAM), non-governmental organizations, international governmental organizations, civil societies, the general public, and the media.

Therefore, effective and efficient communication has been imperative to make the internal (staff) audience and external (beneficiaries) audience understand the Mozambique Red Cross identity, functions, values, and principles. For this purpose, it is essential to raise awareness among members, donors, volunteers, and staff to build their capacity to make them follow the Seven Fundamental Principles of the Red Cross and Red Crescent Movement, as well as the six principles of Mozambique Red Cross and values in their actions. Through this understanding, they will also be able to foster advocacy focused on vulnerability and humanitarian crisis.

Divergent and inconsistent interpretations of the Red Cross by Mozambique Red Cross members, volunteers, and staff could create uncertainty among partners (with and within national and international partners) and other audience. That might influence relationships with donors, governments, as well as the general public. Mozambique Red Cross is accountable to its beneficiaries for and with whom it works, and to its partners who contribute to and work with. It anticipates a proper mechanism in place for obtaining feedback from all stakeholders and the general public.

In addition, public relations is equally important that helps Mozambique Red Cross maintain good relations with the public that society depends upon for carrying out humanitarian services. It needs to communicate for advocacy. It should make advocacy on why people should support the Mozambique Red Cross in its humanitarian functions.

Mozambique Red Cross communication interventions could also address risk and crisis communication before and during a time of a crisis as well as the follow-up after the crisis. The comprehensive communication plan should include a general crisis inventory, key leadership positions responsible for plan implementation, and resources for executing communication. The plan allows for a joint or unified voice within the organization to allow the organization to communicate easily with the key public of the organization with minimal or no mistakes. The Mozambique Red Cross has developed key response mechanisms to allow for communications based on the Mozambique Incident Command System developed by the Emergency Management Agency to respond to the crisis.

It is essential to build a good image to generate resources in the competitive world. Pro-active and planned communication activities have a direct impact on building a positive image of Mozambique Red Cross and its ability to mobilize financial and technical resources required for the programs and emergency operations.

Communication: Current situation review

Mozambique lays on an area of 799.390 km², with a population of over 22 million. Mozambique Red Cross covers 84% of the 150 existing districts in Mozambique. Mozambique Red Cross has used a participatory approach and wide-ranging consultations for the methods of the CVM Strategic Plan 2018-2021, including listening to the various sectors, institutions, and stakeholders. It attempted to identify the main concerns and proposed solutions for the various problems that the CVM promises to solve in its present mandate. The operationalization techniques to the methods approach were: interviews, direct observation, questionnaires, analysis of documentation, group discussion, and analysis of scenarios. In addition, methods of developing this communication plan (appendix 2), document reviews, observation, and informal interviews with CVM staff were conducted. One of the outcomes is a SWOT analysis. Therefore, this SWOT

communication analysis is based on the adaptation from the CVM Strategic Plan to evaluate Mozambique Red Cross's current state in communication works.

<p>Strengths (S)</p> <ul style="list-style-type: none"> • The CVM is recognized by the government, international organization and civil society, as an auxiliary to the public authorities in the humanitarian field and a key factor in humanitarian assistance. • The CVM is governed by the values and principles of the International Red Cross and Red Crescent Movement • The CVM is one of the biggest non-profit organizations in Mozambique with 70000 subscribers and 5500 active volunteers • Well-established Information and Communication Technologies in headquarter office in capital city of Mozambique: Maputo. 	<p>Weaknesses (W)</p> <ul style="list-style-type: none"> • No dedicated member of staff to deal with press enquiries • Lack of dedication of staff member to build social media networks daily • Lack of understanding how Public Relations (PR) works • Failure to take advantages from Red Cross communication networks from all over the world because lack of language support. • No media platform exists to communicate and connect to the public in Mozambique. • Lack of media and communication skills to develop communication contents.
<p>Opportunities (O)</p> <ul style="list-style-type: none"> • Benefitted from technical and financial support from the fact that it is a full member of the International Movement of the Red Cross and Red Crescent (IFRC, ICRC, PNS). • Benefitted from IFRC and Red Cross media and communication networks and identity. • Space open for establishing digital media platforms to reach the public, volunteers as well as potential donors. • Big possibility for growing the subscribers, networks, partnership, and volunteers 	<p>Threats (T)</p> <ul style="list-style-type: none"> • Diverse audience and panthers – need to address message carefully • The nature of social-political in Mozambique – need to address message carefully • False representations of Mozambique Red Cross value and collaborations • Constant changes in priorities and complexity to communicate uncertainty for upcoming events

Objective

In collaboration with Mozambique Red Cross, German Red Cross, and partners, under the general guidance of the IFRC media engagement, the author seeks to review, assess, and give

the recommendation for communication implementation and practice for Mozambique Red Cross in the understanding of communication works/programs and to give an overview on the creation of communication interventions to support the CVM programs.

METHODS

Forms of data collection were used from multiple sources, such as interviews with the CVM staff, observations in the field, documents, and artifacts. Documents and artifacts were collected using the online and offline resources of Mozambique Red Cross and Red Cross networks. Forms of observations in the field were from meeting participants, work activities, and training and supporting activities.

Five Understandings

Understanding communication channels

It is essential to develop an understanding of communication channels on the basis of the local context with local resources. In the CVM, communication channels should be navigated based on program needs. However, the CVM still does not have a clear understanding of working on communication channels.

Therefore, communication channels should be designed to support dialogue and deliver two-way communication to establish an exchange with people on an equal footing. It targets particular groups of people in a clearly defined social and cultural environment in order to identify and understand their concerns and needs and foster their participation.

For example, the work of the Red Cross Forecast-based Financing (FbF) project in Mozambique is to prepare for upcoming disaster events related to tropical cyclones in the provinces of Nampula, Zambézia, Gaza, and Sofala. FbF's possible interventions rely on its capabilities in predicting the climate, the government's commitment to strengthening local/national Disaster Risk Management capacities to enable better decision-making under uncertain conditions, and on other organizations, which in this case is the National Red Cross/Red Crescent Society. Given the nature of the FbF project's location and the communication infrastructure at the local community level, communicating Forecast-based Financing project information at the district level has to meet with the understanding of communication channels that could work the best to create a dialogue with the local community.

Furthermore, based on cultural and literacy considerations, Mozambique Red Cross capacity, the program needs, community meetings is on the top list of the communication channels (see *appendix. 1 for the completed list*). Community meetings are a two-way communication form that requires face-to-face communication. *“Local people, they prefer this form (community meetings)*

of communication to discuss their community,” the CVM staff said. This type of communication channel could work best for sharing CVM's program information, collecting feedback, and discussing advocacy needs and issues.

Understanding communication models

Based on IFRC media, it suggests developing two-way communication as a model in order to create communication intervention. The CVM has its own challenge to advance this idea. To work on this, the author suggests that CVM could follow the interaction communication model. The interaction communication model defines communication as a process in which participants (beneficiaries) alternate positions as sender and receiver and create meaning by sending messages and receiving feedback in physical and psychological contexts (Schramm, 1997). Rather than illustrating communication as a linear or direct, one-way process, the interaction model integrates feedback, which makes communication a more interactive, responsive, two-way process. Feedback includes messages sent in reply to other messages. For example, the Mozambique Red Cross volunteers could do door-to-door visits to promote the Measles-Rubella Vaccination campaign. The purpose of this visit is to build community engagement to raise awareness of the vaccination. The interaction of the communication model activity is to ask the local nurse as an agent of change to join the volunteers and mobilize communities to build community trust for the volunteers' knowledge and advice. Through this communication campaign activity, the inclusion of a feedback loop also leads to a more complex understanding of the roles of beneficiaries in a communication encounter. Instead of having one sender, one message, and one receiver, this model has two "sender-receivers" who interchange messages. Each participant alternates parts as the sender and receiver to retain a communication encounter going.

Talent matters

When discussions are about communication talent, most interviewees agreed that the Mozambique Red Cross needs assistants that could adapt to the communication and media landscape in Mozambique. Talent is expected to hold traditional skills, such as writing communications, media relations, strategic planning, multimedia content development, and communication for behavior change with more horsepower demands in curiosity, creativity, and critical thinking.

In order to support communication for talent learning, the author conducted six seasons training during his fieldwork for the Mozambique Red Cross communication staff to teach and train strategic planning and multimedia content development. Based on the training and observations, the talents still need to be improved to develop an understanding of how to run communication projects. The training focused on communication channels, models, and multimedia content creation. The implication of this understanding deployed a communication plan and strategic, logical frameworks (see appendix 2).

The main role of the communication talent in Mozambique Red Cross is to develop, run, monitor, and evaluate communication programs in its organization. Without investing in this talent in the

Mozambique Red Cross, it will be difficult to create a sustainable communication program to bridge Mozambique Red Cross program areas to communities in creation to develop social change in the long run.



Figure 2. CVM bulletin designed by CVM staff

Building relationships

Creating, building and fostering relationships with members of the media—journalists, editors, producers, etc.—is a crucial aspect of Mozambique Red Cross and for maintaining communication relationships with government institutions. However, the CVM does not have a media relations database. It is important to identify and map the media in Mozambique (by developing a direct line of communication with the media, the CVM can take an active role in establishing a position in the community). The basic media groups are as follow: (1) Print (newspapers, magazines, newsletters, and internal and trade publications) (2) Television (news programs, talk shows, and public service announcements) (3) Radio (news programs, talk shows, and public service announcements) (4) Newswire services (Associated Press, United Press, Reuters, etc.) (5) Online news publications will maximize understanding to create positive coverage in the mass media without paying for it directly through advertising.

Having good relationships could be a benefit when negotiating with commercial media providers. Some commercial media providers will provide a service for free – and others will not. However, the CVM should always begin by trying to negotiate for free or reduced-cost media services by explaining that what the CVM is aiming to do is of benefit to the population and not for profit. It is a good idea to do some research first so that it can be understood what a fair price is before starting any negotiation. An example from the IFRC media, after the 2010 earthquake in Haiti, local radio stations charged a premium for airtime in recognition of the number of funds being donated to support relief activities. One hour of radio cost \$ 1,250 USD. In contrast, Sierra Leone, where the National Society negotiated with the National Broadcaster on the grounds the radio show was for the public good, the cost was \$50 per hour.

The CVM also needs to give attention to fostering the relationships with beneficiaries, stakeholders, and donors in the digital sphere. The online type of relationship investment can play an important role in the long-term following the media landscape development in Mozambique.

Understanding analytics: Measurement is advancing

An encouraging finding is that IFRC media provides forms for measurement and evaluation for communication project programs. The idea of measurement here is for advancing an understanding of the community at the local level. This measurement and evaluation are supposed to be instruments for lessons learned for the next project.

In addition, due to the possibility of a shift in the media landscape in Mozambique, it is also important to think of analytics applications in digital media. Instead of being used as a focus on a social media measurement practice with a common metric such as a simple count of followers, reach, and interactions such as likes or comments, analytics could be used for tracking sentiment, social listening (such as the real-time monitoring of conversations), or changes in opinion or action.

THE FUTURE

Embrace Red Cross Networks. Red Cross is continuing to grow in size and scope. The project work is becoming more complex, unique, and challenging which will require high communication skills. The future holds lots of excellent opportunities for those who can adapt and work with those five understandings of communication practice. ***Invest in ideas.*** Future growth of Red Cross communication projects will be powered by content creation, rapid risk, and crisis communication program, built on multimedia platforms and driven by compelling concepts. Mozambique Red Cross will need more creative firepower and technological know-how to operate within communication for development and community engagement projects. ***Talent and instill courage.*** The next generation of Mozambique Red Cross's communication talent must be experts at media and communications field. And also, they need to think critically and creatively, while cultivating softer skills like adaptability with any work and cultural environment, curiosity and risk-taking.

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Appendix. 1**Communication channels that could use in communication practice at CVM**

Channel	Description
Community mobilization (door-to-door visits) ¹ by CVM staff and/or volunteers	<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication • Face-to-face usually peoples' preferred form of communication • Persuasive • Allows for conversation <p>Disadvantages</p> <ul style="list-style-type: none"> • Can be expensive and time-consuming • Labor intensive • Limited reach • Relies on physical access to population • Mobilizers need to be properly trained to communicate well and accurately <p>Works best for</p> <ul style="list-style-type: none"> • Changing behaviors • Sharing program information • Collecting feedback • Information as aid
Community meetings ²	<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication • Face-to-face usually peoples' preferred form of communication • Share information simultaneously with community members (stops rumors) • Supports community discussion • Inexpensive <p>Disadvantages</p> <ul style="list-style-type: none"> • Limited reach • Can exclude some community members, for example the elderly, disabled or women • Risk of anger/frustration if issues being discussed are contentious • Relies on physical access • Needs good communication skills <p>Works best for</p> <ul style="list-style-type: none"> • Sharing program information • Collecting feedback • Discussing advocacy needs and issues
Information desks ³	<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication • Face-to-face usually peoples' preferred form of communication • Sensitive issues handled privately • Can be offered at set times/locations • Inexpensive

¹ lower tech level. It doesn't require tech skills² lower tech level³ lower tech level

	<p>Disadvantages</p> <ul style="list-style-type: none"> • Limited reach • Relies on physical access • Needs good communication skills <p>Works best for</p> <ul style="list-style-type: none"> • Managing feedback and complaints • Sharing programme info • Collecting information on advocacy needs or issues
Noticeboards ⁴	<p>Advantages</p> <ul style="list-style-type: none"> • Good for sharing information relevant to a specific community • Adding a suggestion box supports 2-way communication • Inexpensive <p>Disadvantages</p> <ul style="list-style-type: none"> • Limited geographic coverage • Labour intensive to keep information relevant • Best suited to communities where the majority are able to read, due to difficulties communicating with pictures alone <p>Works best for</p> <ul style="list-style-type: none"> • Sharing programme info • Behaviour change posters • Collecting written feedback
Posters & flyers	<p>Advantages</p> <ul style="list-style-type: none"> • Good for sharing information relevant to a specific community • Can use images and text to explain information • Can reach many people <p>Disadvantages</p> <ul style="list-style-type: none"> • 1-way communication only • Relies on physical access to distribute • Limited impact in low literacy communities • Print costs can be expensive • Found to have limited impact on behaviour <p>Works best for</p> <ul style="list-style-type: none"> • Sharing programme info • Behaviour change information • Information as aid
Loud speakers and trucks ⁵	<p>Advantages</p> <ul style="list-style-type: none"> • Good for short simple messages • Can reach many people at one time in areas of high density, like camps • Can be static or mobile (car or person) • Good for populations without access to media like TV or radio or with low literacy • Can be inexpensive <p>Disadvantages</p> <ul style="list-style-type: none"> • 1-way communication only • Relies on physical access

⁴ lower tech level⁵ medium tech level

	<ul style="list-style-type: none"> • Only works for simple, clear messages Works best for <ul style="list-style-type: none"> • Behaviour change communication • Sharing programme info • Information as aid
Wall murals	Advantages <ul style="list-style-type: none"> • Good for simple messages – that don't change frequently (eg hand washing) • Can be engaging if done well • Permanent reminder of good behaviours and more durable than posters/leaflets Disadvantages <ul style="list-style-type: none"> • 1-way communication only • Reaches limited number of people • Requires a good artist, which can be difficult to find and expensive Works best for <ul style="list-style-type: none"> • Behaviour change communication
Theatre and drama ⁶	Advantages <ul style="list-style-type: none"> • 2-way communication channel • Can engage the population in complex or sensitive issues through entertainment Disadvantages <ul style="list-style-type: none"> • Need a well-trained team to do it well • Can be time consuming and expensive • Limited geographical reach Works best for <ul style="list-style-type: none"> • Behaviour change communication
Radio adverts / spots ⁷	Advantages <ul style="list-style-type: none"> • Can reach large numbers of people from different segments of the community • Can reach people who are hard to access in person • Doesn't rely on literacy • Radios are cheap and inexpensive • Radio a popular form of communication • Spots can be quick, easy and cheap to produce Disadvantages <ul style="list-style-type: none"> • 1-way communication channel • Airtime can be expensive • Spots require some recording and editing skills to produce – although this can be carried out by a professional company for you Works best for <ul style="list-style-type: none"> • Behaviour change communication • Key programme information • Advocacy messages • Information as aid

⁶ you could have really interesting communication activities with this channel. Think to work with local school (high school student). They usually have theatre and drama clubs. Rwanda Red Cross has applied this idea successfully.

⁷ high tech level

Radio shows ⁸	chat	<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication channel • Can reach large numbers of people from different segments of the community • Can reach people who are hard to access in person • Doesn't rely on literacy • Radios are cheap and inexpensive • Radio a popular form of communication • Chat shows are flexible and can meet a wide range of CEA needs <p>Disadvantages</p> <ul style="list-style-type: none"> • Airtime can be expensive • A regular chat show requires significant investment of time and resources • Needs a well-trained team <p>Works best for</p> <ul style="list-style-type: none"> • Behaviour change communication • Sharing key programme information • Collecting feedback • Advocacy messages • Information as aid
Social media (Facebook, Twitter, Instagram etc)		<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication • Can reach large numbers of people • Very interactive and supports discussion • Cheap and easy to manage • Can share text, images, video and audio <p>Disadvantages</p> <ul style="list-style-type: none"> • Requires people to have internet access • Can be time consuming to keep information updated and respond to comments • Internet users tend to come from more educated, richer sections of society • Internet access more common in urban areas so can exclude rural residents • Hard to control what information is shared publically <p>Works best for</p> <ul style="list-style-type: none"> • Information as aid • Collecting feedback • Behaviour change communication
SMS ⁹		<p>Advantages</p> <ul style="list-style-type: none"> • Can reach large numbers of people, very quickly and directly • Can reach people who are hard to access in person • Mobile phone ownership is growing rapidly • Can be 2-way with the right system • Can be cheap and easy (with support from phone company or using a bulk SMS system)

⁸ high tech level⁹ high tech level

	<p>Disadvantages</p> <ul style="list-style-type: none"> • Usually only 1-way communication • Requires network coverage and good level of mobile phone ownership • Relies on literacy • SMS network can be disrupted by disasters or in conflict • Messages must be very short and simple (160 characters each) • May require negotiation with a phone company or to have list of telephone numbers in advance <p>Works best for</p> <ul style="list-style-type: none"> • Information as aid • Sharing key programme information • Collecting feedback
Phone lines	<p>Advantages</p> <ul style="list-style-type: none"> • 2-way communication channel • A simple system can be cheap and easy Allows for sensitive issues to be dealt with privately • Good for addressing rumours and answering questions <p>Disadvantages</p> <ul style="list-style-type: none"> • People must have a phone • A system for 20analyzing and responding to complaints must be in place to support the phone line, which requires some work (less a disadvantage and more a consideration) <p>Works best for</p> <ul style="list-style-type: none"> • Sharing programme info • Collecting community feedback • Addressing complaints • Identifying potential advocacy needs
Newspapers	<p>Advantages</p> <ul style="list-style-type: none"> • Can cover large geographical areas • Use text and pictures • Possible to produce your own newspaper or newsletter • Same newspaper can reach multiple people <p>Disadvantages</p> <ul style="list-style-type: none"> • 1-way communication channel • Usually only reaches literate population • Newspaper advertising can be expensive • Producing your own can be expensive, time consuming and challenging to distribute (best suited for smaller areas) <p>Works best for</p> <ul style="list-style-type: none"> • Behaviour change • Key programme info (when newspaper matches programme area) • Advocacy messages • Information as aid

Appendix 2.

Communication Action Plan example

1) Goal: Online Campaign ¹⁰ - Community Engagement and Accountability (CEA) of CVM (Digital communication campaign for digital sustainable COMMs' CVM future by 2021)					
Key Messages ¹¹ & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date (TDD) and Frequency	PIC* & Budget (B) ¹²
<p>Key Messages: Community Engagement and Accountability for CVM events and activities</p> <p>Objectives:</p> <ul style="list-style-type: none"> Engaging with Red Cross organizations all over the world Boosting digital communication platforms to provide online discussion by 2020 Advocacy through website's platform To get 500 followers in Facebook and Twitter by the end of 2018 2000 followers by the end of 2019 10000 followers by the end of 2020 25000 followers by the end of 2021 Sharing CVM events and activities Outreach for volunteers 	<p>Reviewing and understanding Social media guidelines for IFRC & Red Cross staff (see APPENDIX 1)</p> <ul style="list-style-type: none"> Update the website at least weekly by 2019 relating to events, news, etc Set up Facebook's page (<i>done</i>) Set up Twitter account (<i>done</i>) Set up CVM's website (<i>done</i>) Working with CVM project managers to get information as a content to social media posts Working with all CVM level from national to district level to collect contents and information Maintain web information Measure key success thru google analytics Support RC and IFRC online networks by giving likes and RTs (retweets) on twitter Support RC and IFRC online networks by giving likes and share posts on FB 	CVM staff, volunteers, stakeholders, online public audiences	<p>Facebook; Twitter; Website;</p> <p>By the end of 2019 create more digital communication channels: Instagram Blog YouTube CVM LinkedIn CVM page Instagram Flickr Google+ CVM page Google+circles RSS Feeds Search Engine Optimization (SEO) Paid Search Engine</p>	<p>TDD: End of August 2018</p> <p>Frequency: Daily (one post at least till the end of 2018) and rapid posts from 2019 to 2021</p>	<p>PIC: CVM Comm Officer or CVM Staff (PIC)</p> <p>B: xxx</p>
2) Goal: CVM Project campaigns & Sharing CVM programs information ¹³					

¹⁰ The main idea of online campaign is to build strong foundation for the CVM digital communication in the future because ICT in Mozambique will keep growing

¹¹ Always discuss and define your key messages with your team

¹² Be creative when it comes to think about budget. Communication is all about creativity. Having big budget and expensive communication plan and program WILL NOT guarantee a success. Creative is a KEY!

¹³ Work and discuss closely with project managers

Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
<p>Key messages: to determine this, talk with the project manager first.</p> <p>Objective(s)</p> <ul style="list-style-type: none"> Hold community meetings at least bimonthly by the end of 2019 and at least monthly by the end of 2020 by doing project campaigns and sharing CVM programs information. Sharing program information for every CVM programs Share information simultaneously with community members (stops rumors) Supports community discussion Collecting feedback Discussing advocacy needs and issues 	<ul style="list-style-type: none"> Review and understand “Tips on holding community meetings and how to use information and feedback” by IFRC Community Engagement and Accountability Mapping all projects and programs in the CVM Mapping local radio and discuss or negotiate to get best price. Conduct radio discussions with local audiences To every talk, share and meeting activity, conduct brief assessment using CEA ASSESSMENT CHECK LIST AND METHODS OVERVIEW Do Checklist of information to share with communities Sharing all CVM program activities in the CVM digital communication channels. 	Volunteers; stakeholders, public, local communities.	Community meetings; Radio	Starting from September 2018; bimonthly by 2019 and monthly by 2020	<p>PIC: CVM COMM Staff, CVM project manager</p> <p>B: xxxx</p>
3) Goal: Forecast-based Financing Project¹⁴ – target people and communities (area of intervention) access timely, accurate and trusted information that enable them to take action about their safety, health and wellbeing from upcoming events (cyclones & floods) and engage with the RCRC to influence and guide decisions, enabling them to adapt, withstand and recover from external and internal shocks.					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
<p>Key Messages: talk with the FbF team to create key Messages</p> <p>Objective (1): (SURVEY) (Optional)</p>	<ul style="list-style-type: none"> (If possible) Do preliminary surveys in the area/district of intervention to ask questions: 	Community or audiences in the area of intervention;	Community level: Community meetings; SMS;	Early September 2019; talk with FbF team to	FbF team and CVM staff

¹⁴ this is an example that focus on developing communication plan for CVM project

<ul style="list-style-type: none"> • To understand what information the community receives now, what is missing and what matters most to them. Why: • For planning community engagement and communication activities. • To understand how a community is structured and identify the best times and methods of reaching different groups. • To understand the power relations in the community, the different communication needs of different groups and if decisions can be made in a participatory way. • To help decide if you need to carry out dissemination activities, if information you share will be trusted and if the community will be open to working with you. <p>Objective (2): to address specific risks, epidemics and unhealthy behaviours through risk communication and community engagement</p>	<ul style="list-style-type: none"> • Where do you get information about forecast or upcoming events/disasters? • Which sources of information about forecast or upcoming events/disasters do you trust the most? • What did you do with information you heard about forecast or upcoming events/disasters? • If you ignore some or all information, what are the most common reasons for this? <p>---</p> <ul style="list-style-type: none"> • Do Checklist of information to share with communities • Develop and disseminate targeted messages for media, volunteers, local and traditional leaders, churches, schools and other stakeholders to inform community debates (OUTCOME: Target communities have access to life-saving information that helps them improve their safety, well-being and engage in recommended practices) • Develop regional radio broadcast products with key information (output could be: red Cross provides relevant, timely and reliable information connected to the main information needs of targeted population and in support of program aims) • Set up information kiosks as a critical point where people can get critical life-saving and life enhancing information, including about health promotion • Establish dialogue channels/platforms at community level through the volunteers • Establish feedback mechanisms (suggestion boxes,) • Conduct 1-day Communication Skills and Complaints Management training for 	<p>public in general; CVM staff; Volunteers: stakeholders</p>	<p>poster; radio; Telephone</p> <p>General public & stakeholders: Facebook; Twitter; Website; Digital poster; Email blast; radio</p>	<p>share the information that is ready to publish to public thru digital COMM</p>	
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	volunteers in the area of interventions (provincial or district level).				
4) Internal communication – Staff community and engagement					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
<p>Key messages: discuss with CVM management to develop key messages</p> <p>Objectives:</p> <ul style="list-style-type: none"> To provide channels for feedback and ideas To encourage cross-departmental communication and collaboration To open the lines of communication To maintain transparency To encourage company-related use of social media To share industry news, trends, and insights To use internal communications to recognize and praise success of CVM staff To promote employee resources and training 	<ul style="list-style-type: none"> Collect and create email database of all CVM staff Collect all CVM staff information (birthday date) Create monthly one-two pages bulletin that could easy send by email and print by office printer. This bulletin could give information about CVM events, programs and just saying “happy birthday” to CVM staff in that month. Contact provincial office regularly to get their updates 	Internal audience; CVM staff and Red Cross employees who are working at CVM office	Email blast; Internal poster print and digital; Social media	September 30, 2018	CVM Comm Staff B: xxxx
5) Goal: Engaging with media relations and community in Mozambique¹⁵					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
<ul style="list-style-type: none"> To maintain relationship and understanding with media outreach 	Identifying and mapping the media* in Mozambique (by developing a direct line of communication with the media, the CVM can	Media stakeholders	Email; phone; text; media relations meetings	Starting mapping in	CVM Comm Staff

¹⁵ Media data and database is the basic, a standard that all Public Relations (PR) and communication person must have it for his/her organization that they work for. Draft an email to start communicating with those media and press to get their information. Do not be afraid with rejection. Be honest and open to media but be careful when giving media information. Review your information and talk to decision maker or your supervisor to discuss what the information should be given to the media.

<ul style="list-style-type: none"> To grow relationship with media community To maintain Partnerships with government and NGO institutions (INGC, INAM, DNGRH, UNICEF, UN, etc) 	<p>take an active role in establishing a position in the community)</p> <p>* Media basic groups: (1) Print (newspapers, magazines, newsletters, internal and trade publications) (2) Television (news programs, talk shows, and public service announcements) (3) Radio (news programs, talk shows, and public service announcements) (4) News wire services (Associated Press, United Press, Reuters, etc.) (5) Online news publications</p> <p>Create a spreadsheet or list with the following media information:</p> <ul style="list-style-type: none"> Media organization name Phone number Media contact name Fax number Title E-mail address Area of expertise/interest Circulation (daily, weekly, etc.) Address, city, state, zip Personal notes, contact log <p>Emailing and calling the media to approach to get their best prices information. This information will be important in the future.</p> <p>Mapping government and NGO partnerships, have their contacts and make a regular contact with them</p>			<p>September 2018</p> <p>Having big media information database by August 2019</p>	
6) Goal: Media and Communication training and community engagement for CVM staff and volunteer					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)

Objectives: <ul style="list-style-type: none"> Volunteers (including CVM staff) have better knowledge and skills to work with communities Volunteers (including CVM staff) can manage difficult questions & complaints Security and reputation is improved through better relations between communities and the CVM 	<ul style="list-style-type: none"> Review communication skills training materials Get in touch with local facilitators (or maybe CVM staff that could run the training) Set learning objectives such as: (1) understand why good communication with communities is so important, (2) improve their own communication skills, (3) identify the type of information that should be communicated with communities. Include small media skills section to teach how to frame photos and take videos from mobile phone if it is needed. These skills could be beneficial for CVM communication contents and documentation during the events. 	CVM staff; Volunteers	Community meetings;		CVM Comm Staff
7) Goal: CVM risk communication and community engagement for social behavior change¹⁶					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
<ul style="list-style-type: none"> To address specific risks, epidemics and unhealthy behaviors through risk communication and community engagement To communicate timely, accurate and trusted information on CVM health program, addressing public health concerns, and providing accurate information that people and communities need regarding possible health issues related to this disease. To encourage positive and healthy behaviors in relation to vector control and protective measures, based on a 	<p>Answer the following questions to help you develop behavior objectives/results. To do so, you and your team need to work with the affected community;</p> <ul style="list-style-type: none"> Whose behavior needs to change to bring about a given desired health or social outcome in the emergency (mothers'; primary caregivers'; fathers'; neighbors'; volunteers'; health workers'; religious leaders', teachers'; politicians')? What are the current behaviors? Why are people currently doing it all the time; doing it sometimes, or not doing it at all? What factors account for the difference? 	Beneficiaries; stakeholders	Door to door volunteers work and community campaigns; community meetings; wall murals; posters	By the end of 2019	CVM Comm Staff

¹⁶ Communication for behavior change is a long process. Be focus, practical and rational when designing a program for behavior change. And measurement is important

<p>sound understanding of the socio-cultural environment and information ecosystem.</p> <ul style="list-style-type: none"> To Foster community engagement and accountability to enable people and communities to engage in two-way communication with the Red Cross and more importantly among themselves to discuss community solutions to tackle the most prevalent vector-borne diseases. To collect, analyze and respond to rumors and inaccurate information and erroneous ideas as quickly as possible. To develop behavior change objectives (see activities) 	<ul style="list-style-type: none"> If they are not doing it now, why not? Are they practicing a similar desired behavior? How can you best influence and support that behavior? What are the barriers to change? What factors - social, cultural, economic, environmental, psychological, physiological, etc. - and who, what, where are the most influential channels that can motivate changing or maintaining the behavior? What skills and resources are needed for the affected groups to practice the desired behaviors. 				
8) Goal: Monitoring, assessment and evaluation of CVM communication plan					
Key Messages & Objective(s)	Activities	Target audiences	Communication channels	Target Delivery Date and Frequency	Person-in Charge (PIC) & Budget (B)
To monitor, assess and evaluate CVM communication community engagement and accountability	<p>Review Community Engagement and Accountability assessment and methods checklist</p> <p>Run CEA questions to integrate into knowledge, attitudes and practical surveys</p>	Beneficiaries	Community meetings; social media;	Annually	CVM Comm Staff