



República de Moçambique  
Ministério de Turismo



# Communication Strategy for the Limpopo National Park

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## Introduction

The Limpopo National Park has been in existence for 10 years. Against significant odds, great strides have been made towards the creation of a unique reserve, safeguarding natural heritage and providing support to sustainable livelihoods.

The park has identified communications as a key element of its strategy moving forward. A number of broad groups of target audiences were identified, namely park staff, surrounding districts and communities and external audiences including government, NGO's and visitors. The park requested the development of a strategy around which to structure and improve communications to these groups. Jive Media Africa was contracted to develop the strategy with support of GIZ (German Development Cooperation) on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ).

A series of site visits and semi-structured interviews were conducted during November of 2011 to gain insight into the issues and the needs of target audiences from a communication perspective. These were conducted in English, Portuguese and Shangaan depending on the participants.

This document outlines a "ready to implement" strategy, as requested in the scope. In order to arrive at this strategy, a process was followed to ensure a systematic analysis of the existing communications and the communication needs for the future.

Suggested messages are conceptualised in Section 1, along with a variety of possible communication channels (media). The items in section 2 represent a list of action items to be undertaken to achieve the set communication objectives. The strategy has taken cognisance of the context, namely one of low internal capacity for communications as well as a lack of sustainable funding for these activities. Wherever possible, suggestions have been made that can be implemented by existing staff (sometimes with additional training), rather than by external sources.

It is noted that during the period over which this study was conducted, there were serious issues affecting the park including strike action, uncertainty around future funding and major adjustments to the co-ordinating staff (3 departmental heads have had their contracts terminated including the Community Development Co-ordinator, the HR Manager and the Protection Co-ordinator). Severe infrastructure difficulties including lack of communication infrastructure, poor roads and lack of vehicles continue to hamper operations. Despite the above, a thorough assessment of the park communications was made.

It is advised that the process undertaken be repeated on an annual or bi annual (every second year) basis to determine the effectiveness of proposed communication interventions and to hone the strategy to make the most out of available resources within a shifting communications context. To this end, the process undertaken is clearly outlined for future analysis.

## Process Undertaken

The process undertaken to develop the PNL communications strategy involves a step by step analysis of the communication landscape through 8 categories - “8 M’s of Media Strategy” – See Appendix A

In order to complete this analysis, numerous site visits and interviews were undertaken. The interviews took place in English, Portuguese and Shangaan through two interpreters. A list of interviews is included in Appendix B.

Following the interviews, a table was prepared highlighting where opportunities and challenges existed. A workshop was held with all available co-ordination staff to review the findings of the process and to complete this table. Comments and insights were added. The results of these processes can be found in Appendix C.

From this table the 8 M’s process was completed.

The process can be broken down into two major sections.

The first section explores:

- The **Mission** of the Communications
- The Target Audiences or “**Market**” and their specific communication needs
- The specific **Messages** to be delivered to this audience, and
- The **Media** through which these messages can best be delivered.

The results of this analysis are presented as Part 1 of the document and can be referred to as a resource when the various role players begin to implement the actions.

The second part of the process explores:

- **Magic** –How do we animate the messages to ensure that they are received by the audience
- **Multipliers** – are there any free or low-cost media that can be mobilized in support of the communication objectives
- How do we **monitor and measure** the impact of these communications and finally
- What **Mechanisms** (resources, human or financial) are required to achieve this

The outcomes of this process reveal a set of tasks to be undertaken. Suggestions are made to the importance of these tasks, however ultimately it is for the park to prioritise these actions and determine implementation timeframes.

This second table becomes the strategy from an implementation point of view.

It is the intention that this process be revisited on an annual basis to review progress and adjust the strategy as needed.

## Context Analysis

This section of the document considers each of the target audiences and their contexts from a communications point of view. As with any organization there are a range of challenges and opportunities. This report only deals with issues that affect or are affected by communications issues – an obvious overlap here is around organizational development issues – which are included only when they have a specific communication element.

This analysis gives some context to the decisions and recommendations that are made in the “action steps” part of the document (8 M’s part II).

During the course of this study numerous discussions were held with individuals and groups. Participants were asked to speak freely about their experiences of communications related to the PNL. As a consequence it was agreed that their interviews would not be included in this report, but that their experiences and insights, where appropriate, would be included.

For ease of use the report is structured around the terms of reference, which is broken down into three target groups, namely (1) internal audiences, (2) districts and communities and (3) external audiences. These are analysed in terms of their context and their existing understanding of the issues to be communicated.

### Internal Communications (Staff of the PNL)

This group includes staff at all levels in the organization including PIU members, co-ordinators administrative staff and operational staff. Since this group is hugely diverse, a range of communication options must be used to reach them.

As mentioned at the beginning of this report it is noted that a huge amount has been achieved in a relatively short time frame. The issues raise here are by nature those where problems exist or where opportunities for improvement are identified.

It should be noted that the park is in a state of major flux – being in the process of transition between a donor-funded organization to a Mozambique government funded one, aligned with the other protected areas managed under the ministry of tourism (MITUR). Staff face the possibility of reductions in salaries. On a number of occasions, staff have been paid late, and certain staff feel they are owed money. There is animosity towards certain senior staff members.

A related challenge is that of funds being transferred into National Government coffers and then only later being transferred to the park. As a result the park does not always have direct control over its own financial resources.

In the light of the above clear and unambiguous messaging to all staff is a priority.

In addition to this, all staff are working under the pressure of operating in an under-resourced environment. By way of illustration, Kruger National Park (PNL’s neighbour in South Africa), which has recently celebrated its centenary, has over 2500 staff. The PNL is operating a park of more than a million hectares with less than 160 staff members and (at times) with limited operational vehicles.

The poor road and telecoms infrastructure in the park results in a very challenging situation; many areas are more-or-less impassable during the wet and huge areas of the park without radio coverage (due to theft of repeater stations). The result is that even quite simple activities can

become dangerous and time consuming ones. These issues are raised in the action planning going forward since they have an impact on the communications within the organisation.

There appears to be a tension between running a “para-military” organization (dealing with poachers, challenging infrastructure and other security concerns) and creating a space where people can have free and open dialogue.

In meetings there are sometimes visible tensions amongst senior managers. One staff member expressed that they feel like the “parents are fighting in front of the children” . There is a feeling that the leadership needs to present a unified front, committed to a common purpose.

In addition, certain staff fear feeling humiliated in front of their peers. This does not facilitate sharing of ideas, risk taking with the support of a larger team and the development of innovative ideas. This is mentioned within a communications analysis – since it seems to be a barrier to good communications leading to an organization, which is afraid to share ideas, rather than a responsive, creative one. In addition there appears to be very little encouragement of and reward for good ideas and creative solutions to problems.

There does not appear to be a clear articulation of the common vision to which all units are contributing. If such a set of goals exists, there is an opportunity to share these better - contributing to an organisation where staff are held accountable to their goals, difficulties are discussed and information is shared so that the team can work together as a unit.

Some staff expressed concerns with reporting systems. While it is acknowledged that reporting to government has to take place according to certain guidelines – there appears to be a need for more freedom in the way issues are reported on. This is related to the following observation, around goal setting and reporting against agreed-to goals.

There appear to be very few spaces where up-skilling and continuous professional development takes place, despite staff being very keen to exploit such opportunities. Clearly budget constraints play a role here, however there are many opportunities where this could be done, in both formal and informal ways.

Some such opportunities include exchange programmes, and the possibilities of resource centres, newsletters, notice boards (with greatly expanded subject matter) and places for gathering and having informal discussions. These are not for people to relax in; they are a necessary part of exchanging ideas on an informal basis so that there is a fresh injection of ideas and strategies and ways of doing things.

There are also opportunities for informal talks, and invitations could be extended to visiting practitioners (E.g. visitors from Kruger come and talk about their experiences in protection; researchers in the park come to present their findings to park staff during the time of their stay in the park). This free exchange of ideas leads to new ways of getting things done. The informal discussions are a critical, yet safe space for discussion and testing ideas and learning.

Other issues observed and raised include;

Difficulties with programming meetings due to frequent calls away from the office

Difficulties with language; There seems to be a resistance in both directions (English and Portuguese) to learning the other’s language. This has the obvious impact of poor understanding of what others are trying to say, but has the added result of a loss of trust and respect (when people feel undervalued). While it is acknowledged that the the park is in Mozambique and Portuguese is the lingua franca, the park does aim to cater for international audiences and hence the ability of certain staff (PR and front of house especially) to be conversant in both Portuguese and English is key.

The environmental awareness programme has also been identified as one where there is a lot of opportunity to improve communications. A number of suggestions relating to this are made in the action planning section. What has been decided upon, arising out of the EA consultant's process, is good. Concerns however are raised about capacity for implementing this programme within the organisation. A strong interpretation role is required - someone with a good grip on environmental issues – who can champion these issues throughout the park.

In addition there are some concerns about the Community Information Center being so isolated. This could be considered as an “out-station meeting space” but it is too far away from everything and not enough people are practically brought to this space to really make use of it as an environmental centre. Additional opportunities exist, including the use of drama groups, radio stations, competitions and engagement around environmental awareness.

## Districts and Communities

(including National and Provincial Government)

Community groups generally had very low levels of literacy but were able to engage around issues of livelihoods and the effects of the actions of the park on their livelihoods. They had very little knowledge of the role or intentions of the park around biodiversity conservation, the transfrontier parks concept or even the link between the parks success as a commercial venture and their wellbeing as communities.

To a certain extent, the communities see the park as providing things for them, or they see themselves being negatively affected by the park - generally they seem to have a passive role in the relationship. Interestingly, they do not see themselves as living in an unsustainable manner, despite high levels of resource extraction and environmental impact through planting and grazing. There is a strong need for additional engagement of communities around these themes (Environmental awareness).

However, there needs to be a real commitment to listening to the issues that communities are facing. The park needs to ensure good long-term relations with communities and a constant increasing in environmental awareness. Communities are a necessary partner to the park in issues such as poaching and resource extraction – ultimately the sustainability of the park will depend on the relationship with the communities and there is room for improvement here.

It is worth noting that communities seem to be very willing to work with the park, however this situation will not remain if their concerns are not taken seriously.

This is especially true where resettlement is involved where there have been major delays. There is an overall feeling of broken promises and a sense that the park does not care about people – only about wildlife. The communities appear to get mixed messages from the park about future activities and unrealistic expectations around delivery timeframes – for example the erection of the fence to reduce human wildlife conflict which the communities feel has taken a very long time without significant progress.

There is a further problem that consultation on various levels has taken place with communities, but implementation has taken so long (often for legitimate reasons) that certain communities do not trust the park to deliver. This is not the case in all communities- especially those where good partnerships have resulted in irrigation schemes and the possibility of revenues from (for example) nurseries

In order to manage this relationship, the role of the extensionists was identified as key - they play  
*LNP Communications Strategy, Jive Media Africa, March 2012*

a crucial role in the link between the park and the villages. There are other linkages (for example, through the various park committees) but this informal link (often a verbal one) is crucial for the build-up of trust and the resolution of day-to-day issues.

It is not always appropriate for the extensionists to be dealing with the range of issues that crop up and there should be clear guidelines for them about how to handle certain situations. Part of the training for extensionists should include knowing how to handle various issues – giving them a response plan for handling different situations. (E.g. some matters should be dealt with at park admin level, while others should be taken to districts.) It may be appropriate for the park to develop talking points for the extensions to discuss with communities.

It may also be useful for extensionists to know exactly what they can offer on behalf of the park and what they cannot. (What is the park willing to get involved in from a community perspective?) The park, for instance, has an obligation to deal with human wildlife conflicts and has made a choice to deal with agriculture issues (e.g. supporting communities with irrigation systems and agricultural extension).

The terms of reference for this study asked whether the possibility of facilitating “community dialogues”, as run by the Nelson Mandela Foundation around HIV and AIDS issues, could improve communications between the park and communities.

It is clear that the communication link with communities is a critical one and there is a desire on the part of the park and certain funders to strengthen this communication. While “dialogue” is an essential principle in any true communication, the concept of running a process referred to as a “community dialogue” since there is a possibility that by asking communities to identify their issues and challenges, an expectation may be created that the park will resolve these issues.

A key recommendation is to position the park as a “partner in development” rather than a source of solutions to all community problems. To do this, the government should be involved far more as the key “service delivery agency”. The park can supply certain things in a limited way – for example agricultural extension, certain jobs, certain agricultural support system, trading opportunities (e.g. the development of nurseries to supply the park with trees, the provision of other supplies that the park needs – building materials, e.g. reeds or thatching) however the park should not be seen as a source of solutions to problems, and in particular a source of finances and funds – apart from the 20% coming through the park committees. This also relies on a clear positioning with the district government.

There is a strong imperative for communities to get involved in wealth creation – however there are serious concerns about many of the communities being able to move directly from a subsistence lifestyle to running small businesses. Since many of the communities are currently only engaged in subsistence farming there is a need to develop ways in which people can get access to cash. This is especially important in the context of a major poaching crisis and unsustainable resource extraction – both of which can be linked to the need for cash in communities. Opportunities created by savings and credit groups would appear to be a good fit with these communities – rather than training on business management as such, which has been proposed.

Savings and credit groups come from the premise that to be sustainable, communities need access to funds at certain times in the year, and also that when people are in poverty there are huge difficulties with saving funds. Micro lending (or savings and credit groups) allow for people to borrow small amounts of money which can be repaid in relatively short timeframes – the development of skills around such issues can increase a communities ability to engage in small scale business activities. The system grows from existing knowledge and skills base – as opposed to an external business that is imposed from outside where people do not have knowledge, skills or know-how.



## Districts/ Provincial Government

District Administrators were found to be open and willing to discuss issues and engage with the park. They are aware of difficulties faced by communities in the development zone and willing to support initiatives of the park, however they do not appear to be actively seeking engagement with the park and there are opportunities for stronger partnerships.

There should be a very clear set of rules on what are issues for district and what are issues for park. There needs to be continuous engagement with the district in order to: Keep good relations, have clear channels of communication to resolve issues and explore opportunities, and increase accountability between the districts and the park (both park and districts must report on achievement of goals and objectives).

## National Government

At a National Government level there is strong support for the park and for the ability of the park to play a strong developmental role in the region. There is sometimes perhaps not enough acknowledgement of the difficulties experienced by the park. For example, only scheduling meetings adjacent to weekends would make a huge impact on the Park Administrators time and availability (much time is wasted travelling for urgent meetings between LNP and Maputo).

In general, good news stories, which demonstrate that the park is achieving its political objectives will be welcomed and this channel could be utilised more. – in particular the role that it plays in complimenting Mozambique's tourism offering and the role that it plays in social and economic development of the region should be highlighted at any opportunity through reports and through personal updates and emails through existing structures and through contact with the communications department at MITUR.

Developments with respect to the initiation of ANAC at the ministry of tourism should be watched carefully for the opportunity to use this new space to push information about the park to diverse audiences.

Working hand in hand with ANAC to develop and promote attractive concession offers is key for future investment in the park.

## External Audiences

The final audience group includes people interested in the park, but not directly connected to the park. This group includes the general public, tourists and potential visitors (from both Mozambique and internationally) as well as potential investors.

The use of press releases to constantly feed information about the park into the media space (print, radio and television) as well as site visits to build healthy relations with the media are not being exploited.

A significant group among this audience, are the other members of the Greater Limpopo Transfrontier Park (GLTP). While there may be a tendency for elements among this group to be pessimistic about the LNP, it should be remembered that a huge amount has been achieved at the LNP in a relatively short timeframe and that the LNP contributes a massive area to the protected area network.

The tendency to oversell the park should be guarded against. In this area, more information is better than less (visitors have a tendency to expect the same levels of development as at Kruger since the linking of the parks – despite it having 90 years less development). The park  
*LNP Communications Strategy, Jive Media Africa, March 2012*

should be sold for what it does have, rather than being apologetic around what it doesn't have. Honesty is definitely the best policy, attracting a market which will like what the park has to offer, rather than one which will potentially be disappointed. For example, people who want a really remote wilderness experience should come to Shiguedzi Cliffs to experience an untouched African wilderness. These are not places where one would bring a family to be entertained.

In addition, if unanticipated markets are discovered, then these should be exploited. For example, the fact that the park forms a good access road between northern South Africa and the beaches in Mozambique, requires that tourism products (and the communication around them) should be developed around this. The single night accommodation is a chance to stop over in wild Africa, rest, refresh and move on.

There is a certain base level of communication that needs to be provided to park visitors, especially given the remoteness and the nature of the experience. This is important to ensure that people do not get bad surprises or have unpleasant experiences, which could tarnish the image of the park.

Consideration of the potential for marketing of the park should be undertaken on a case by case basis around specific products. Opportunities for marketing within the GLTP project should be exploited especially for niche tourism products that may be of interest to audiences already in the area or planning a trip to the area.

## Communication strategy Part 1 – Defining the Messages

The purpose of this part of the document, is to look carefully at each of the communication objectives and work out what the appropriate messages are for that audience.

For the purposes of implementation, the various staff who are mandated with the implementation can refer to this list to support them in producing the specific media.

The list of possible communication media is analysed further in the next section (part II) where each item is unpacked and should be treated as an item for action.

### Objective 1: Enhance communication among staff of the Limpopo National Park's Administration

- Foster staff members understanding of and identification with PNL's and the GLTP's concept and vision on conservation and biodiversity and how this relates to their own responsibilities.
- Ensure good communication practices are implemented between all staff members such that the Park can operate efficiently and all employees can be supportive of the Park and its objectives

Target  
Audiences:

Messages:

Possible Communication Media

Staff members of  
the PNL

#### **The Need for the Park**

1. The LNP secures biodiversity for our use and that of future generations.
  - Biodiversity/ nature is the web of life that surrounds us and sustains us.
  - Biodiversity is in balance and we have a role to play in keeping that balance so that ecosystems continue to function and continue to sustain us.
2. If the biodiversity remains in a good state, the PNL has the potential to attract visitors and generate revenues.

- Statement of common vision, mission and values
- Information session by co-ordinators in co-ordinator/PIU meetings
- Information session within departmental meetings (include elements from Environmental Awareness Strategy)
- Park Administrator to address all staff
- Newsletter

3. Being part of the GLTP increases our opportunity to conserve biodiversity (through learning and by combining resources) and generate revenues from visitors.

### **Your role in achieving this**

1. Each staff member has a key role to play in supporting the the LNP and the GLTP in achieving these objectives.
2. It starts with us. We are the champions and the custodians of these messages. We are role models for other staff and visitors.

### **Infrastructural issues**

These are included since so many of the communications rely on this infrastructure. No specific messages are defined however the item is dealt with in detail in part 2)

Information exchange in various areas (no specific messages defined) :

- safety and security issues
- transfer of instructions
- news and information
- planning and scheduling of meetings etc.
- responding to crises
- health and safety, etc.

### **Improving communication practices**

1. Each staff member's work is important
2. We cannot achieve this on our own. We work together to solve problems
3. Within this team we each have our own roles and responsibilities
4. It is up to us to meet our responsibilities and do our jobs well. If we cannot meet our responsibilities we are to inform our supervisor so that necessary steps can be taken.
5. Our innovative ideas are valued and help to create a better park.
6. This is where we are, this is where we are going. These are our successes. These are our challenges (Important to acknowledge and be real about these)
7. We have achieved great successes; incl proclamation of park, increasing staff capacity, international recognition, increasing visitor numbers, increasing revenues, infrastructure upgrades etc.

- Notice board
- Visits/ Exchanges to other parks
- Videos and visitor talks
- Visiting researcher outputs to be stored in library.
- Environmental awareness training for staff
- Resource centre/Library to be developed

- Improved radio network
- Improved cell coverage
- Improved road network
- Notice board
- Staff news letter (e.g. prepared by staff)

- Structured monthly meetings: PIU/Co-ordinators
- Structured monthly meetings with departments - guidelines for these meetings
- Park Administrator to address staff
- Key staff to improve language skills in either English or Portuguese
- Recognition in monthly meetings and performance appraisals
- NEWS notice board
- Staff name tags including designations
- Mission/ Vision/ Values of the Park on

- Notice Board/ posters in every office
- Awards for ideas and actions
  - Newsletter can help deliver these messages.
  - Informal social/ meeting space

## Objective 2: Improve dialogue with districts and communities

- Enhance community member's understanding of and identification with PNL's and the Transfrontier Parks' concept and vision on conservation and biodiversity.
- Assist communities with the identification of income generating measures in order to invest the park's revenues meaningfully and sustainably.

| <u>Target Audiences:</u> | <u>Messages:</u>   | <u>Medium of communication/ measures in place</u>  |
|--------------------------|--|--|
| Communities              | <p><b><u>A partnership to secure livelihoods</u></b></p> <ol style="list-style-type: none"><li>1. We rely on nature for our livelihoods; food, water, building materials etc.</li><li>2. When nature is in balance it will last for future generations. If we take too much from nature it can be harmed. (For example: poaching can lead to extinction of certain species, habitat destruction can lead to loss of plants, animals and ecosystems, loss of trees and forests contributes to climate change causing erratic weather, droughts and storms)</li><li>3. The park exists to preserve nature's balance so that nature can continue to provide for us and for our children.</li><li>4. One of the ways nature can provide for us is through tourism. Visitors spend time in nature and spend money on accommodation and visitor fees. 20% of this money goes to the communities around the park.</li><li>5. Communities can decide how to spend this money on incoming generating projects.</li><li>6. PNL administration would like to work with you as partners to secure the park and keep nature in balance so that it can continue to provide for us and our children.</li><li>7. The more successful the park is, the more jobs can be created and the more money can be passed back to communities.</li><li>8. The PNL is working together with other parks (Kruger, Gonarezhouetc.) to do this. The bigger the area the more effectively we can work together to preserve nature.</li><li>9. The preservation of environment (conservation and biodiversity) is aligned to</li></ol> | <ul style="list-style-type: none"><li>• Materials to engage adults on biodiversity and conservation (<b><u>EA programme – included in Appendix 4</u></b>)</li><li>• Materials to engage children - who are the next generation of park neighbours - to increase understanding of environmental and how ecosystems function (<b><u>EA programme</u></b>)</li><li>• Use local, district committees and park committee as well as NGO forum as existing communication structures between communities and park.</li><li>• Do EA messaging through these structures</li><li>• Training extensionists to do EA messaging and messaging about the park.</li><li>• Newsletter</li><li>• Community radio: discussion programmes and announcements</li><li>• Increased recognition of volunteers in the local and district committees</li><li>• Increased use of extensionists in training/ facilitation role especially on biodiversity/</li><li>• Use of extensionists to discuss EA and</li></ul> |

Target  
Audiences:

Messages:

community and religions values.

Medium of communication/ measures in place

conservation topics

Communities to  
be resettled

**Communications on Resettlement**

1. In order to keep nature in balance and to attract visitors, people living in the park will be resettled to the edges of the park - into the "buffer-zone". On the edges of the park people will have access to land and grazing, but they will be protected from the wildlife living in the park.
2. The government of Mozambique requires people to be resettled out of the park.
3. People who are resettled will benefit from modern houses, infrastructure, transport, access to schools and land for farming that can be kept sustainably fertile. They will also receive the 20% available for communities living around the park.
4. This land will allow people to grow more crops, sometimes these can be sold for extra money.
5. The resettlement process has taken a long time and there have been lots of challenges. The situation is improved now and resettlement is starting again.
6. There is an opportunity to work with the park to solve problems around resettlement.
7. The park has extensionists who bring knowledge and skills to help with farming and income generation.

- Clear strategy on resettlement
- Strong, positive visual presentations on resettlement in resettlement committee meetings
- Community dialogues and search for win-wins
- Collect and write success stories on resettlement
- Newsletter articles
- Strategic use of resettlement committee meetings and community meetings.

Target  
Audiences:

Messages:

Medium of communication/ measures in place

**Income Generation**

1. The visitors who come to the park pay money for entry and accommodation. Tourism operators in the park also pay money to run their businesses here.
2. One fifth of this money is handed to the park committee who divides it among the district committees.
3. The district committees decide how the money will be spent in order to generate incomes for the community.
4. There are different ways of spending the money to improve the lives of the people living in the buffer zone - these could include building infrastructure, or getting things your community needs (like buying water pumps or diesel to run the pumps)
5. We can use our land sustainably - opportunities do exist.
6. You are not alone. These issues are faced by people in other communities and other countries - we can explore their success and failures

- Comics/ Illustrations in newsletter - Explaining how it works: show how money from the gates, comes to the communities and helps fund projects (discovery style).
- Members of the local, district and park committees/ savings and credit groups visit successful pilot projects.
- Newsletter: successes in income generation rolemodelling job opportunities - members of the community working in the park.
- Establishment of savings and credit groups.

**Objective 2 (continued):**

*Get the respective local and district municipalities as well as the responsible representatives of the provincial and national government 'on board' and enhance their awareness for the legitimate worries and requirements of the citizens living in the park and buffer zone.*

Target  
Audiences:

Messages:

Medium of communication/ measures in place

Municipalities &  
Government  
(provincial and  
national)  
  
(This includes

**Biodiversity and Conservation Messaging**

1. Securing biodiversity secures sustainable livelihoods for the people of the region.
2. The park presents a unique opportunity to secure financial benefits for the development of the region.
3. We would like to partner with you to contribute to sustainable development in

- Newsletters
- Joint implementation Board and resettlement committee meetings
- District committee and local committee meetings



| <u>Target Audiences:</u>   | <u>Messages:</u>   | <u>Medium of communication/ measures in place</u>   |
|--|--|---|
| district administrators and other government officials within the district)                        | <p>the region.</p> <p>4. Together we leapfrog boundaries (our National Park is part of the bigger 'picture', the Transfrontier Park). We can make things happen to our mutual benefit.</p> <p>5. We are specialists in our field and have access to other specialists. We can contribute to the region.</p> <p>6. We are your partner for development in this region – we inject funds, skills and infrastructure into the region.</p>   | <ul style="list-style-type: none"> <li>• Use of engaging media at these fora - including newsletter and structured presentations and information sessions.</li> </ul>   |
| Municipalities & Government (This includes district administrators and other government officials) | <p><b><u>Getting government on board with the legitimate concerns of the people in the buffer zone</u></b></p> <p>1. The concerns of communities in and around the park are legitimate</p> <p>2. As government you have certain responsibilities towards the people of this region.</p> <p>3. We would like to partner with you to build successful relationships between us and the communities around the park</p> <p>4. Opportunities to create win-win situations with the park do exist.</p> <p>5. We can publicise our joint successes to broader audiences.</p> <p>6. An opportunity exists to develop this region through funds from the park.</p> | <ul style="list-style-type: none"> <li>• Participation at district meetings (government meetings)</li> <li>• Periodic one-on-one meetings on behalf of communities on issues where assistance from government is sought.</li> <li>• Newsletters -Profile successful collaborations through newsletters including key personalities (politicians)</li> <li>• Press releases - Profile successful collaborations through national media (including credit for key personalities)</li> <li>• Create opportunities for politicians to speak to the media (radio, newspaper) - Making politicians look good is a sure way of getting buy in and engagement by other politicians)</li> <li>• Facilitate community dialogues from "outside" to assist communities to identify goals and action plans to achieve them.</li> </ul> |
| National Government  | <p>1. <u>The park is helping to achieve your national objectives/ mandate in the following ways: Job creation, income to rural communities, biodiversity conservation etc.</u></p>   | <ul style="list-style-type: none"> <li>• Memo's</li> <li>• Meetings</li> <li>• Close collaboration between communication</li> </ul>   |

Target  
Audiences:

Messages:

Medium of communication/ measures in place

2. We will work in hand with you to develop stories and resources that paint this picture (above) departments
3. The park has achieved a lot under difficult circumstances – hear where we would like support

### Objective 3: Enhance LNP's external communication capacities

*Improve the image of the park, enhance its success and attract investors*

Target Audiences: Messages:

External audiences - Mozambique Public and decision makers/ influencers

**The Park is Mozambique's future - conservation, biodiversity, sustainability, tourism.**

**The Park connects people and cultures and secures livelihoods for neighbouring communities**

1. Natural resources are one of Mozambique's great assets/ treasures/ wealth - they are the basis of the economic sector.
2. Nature sustains us and provides sustainable livelihoods for the Conserving Mozambique great assets.
3. The proclamation of this park and the preservation of this region has already had positive impacts on the region and local communities, including skills development, jobs, small businesses, irrigation schemes, capital investment (20% being used), expertise to deal with human wildlife conflicts etc.
4. Linking these parks creates a huge area of more than 10 000 square kilometres. This raises international interest and has resulted in huge injection of funds and development of infrastructure.
5. Preserving this region creates a chance at sustainable resource utilisation - a chance to secure livelihoods for the region and a potential income sources for the region.
6. The park is an opportunity to grow the knowledge economy (visiting researchers etc)
7. The park is an opportunity to grow the tourism economy - closely connected to Kruger National Park and as a route to the popular beach tourism economy.
8. The park paves the way and teaches us about biodiversity conservation for all the people of Mozambique (extension of conservation into private/ government land between the different parks in Mozambique)
9. Come and stay in the park. Experience Mozambique's unique natural heritage and contribute to development of the region.

Medium of communication/ measures in place

- Language - Communications should be readily available in both Portuguese and English
- Website (LNP, GLTP)
- Newsletter
- Include news from visitor talks
- Media Liaison (Television, radio newspapers and magazines)
- Invitations for media visit including outsourcing opportunities (cooperation with universities, community radios?)
- Information brochure
- Radio programme re-implemented
- Tourism brochures for Mozambique audiences

Target Audiences: Messages:

Interested public and GLTP participants (incl Kruger etc.)

1. The park has achieved massive successes in its short history; establishment of park, progress on wildlife numbers, research activities, infrastructure, staff achievements.
2. There are real challenges, but sometimes our weaknesses are our strengths – Don't see this as under-developed, rather it is a "wilderness experience" – different to Kruger, but also unique and valuable.
3. We have a strong community upliftment programme, 20% of funds go to local communities. This is an opportunity to contribute to development in Africa.
4. We would like to work with you to make a great Transfrontier Park
5. We can learn from one another

Medium of communication/ measures in place

- Newsletters
- Website
- GLTP meetings

South African and international tourists and tourism product owners

**Product offering**

1. Beach, bush and cultural tourism - easy access between them (include accurate information on costs)
  2. Unspoilt wilderness experience - limited development (use this as strong point)
  3. 4 x 4 trails, hiking trails in remote African bush with lions, cheetahs, elephants
- Note: Don't oversell - only sell what is there

- Brochures to be left in Kruger to encourage visits
- Boundless Southern Africa and other regional initiatives
- Information loaded onto Google Earth, 4x4 trails loaded onto Tracs-4-Africaprogramme
- Invitations to tourism magazines to visit and report,, eg the "Limpopo Tourism and Leisure Magazine (<http://www.leisurelimpopo.co.za/>) limpopo mag, etc.
- Factsheets
- information brochure

Concessionaires/ Potential

**Building partnerships**

- Information brochures with accurate factual information on the park (vital

Target Audiences: Messages:

- concessionaires
1. We would like to partner with you
  2. 20% of your concession fees go to communities – you are contributing to sustainable development
  3. This is what we have to offer (Unspoilt wilderness, part of the beach to bush experience, 4x4's, hiking trails etc.)
  4. Acknowledge difficulties (remote, difficult access) but frame these as strengths - remote wilderness experience
  5. Visitor numbers are increasing
  6. Highlight level of visiting researchers etc. - World class facility

Medium of communication/ measures in place

- statistics of the park).
- Website
  - Tourism fairs, tourism indaba

## Communication Strategy – Part 2 – Action Steps

| Medium  | Detail  | Mechanism (HR) Who?   | Mechanism Financial | Multipliers (additional / free media) | Monitoring and Measuring  |
|---|---|-----------------------|---------------------|---------------------------------------|---|
| <p><b>Objective 1: Enhance communication among staff of the Limpopo National Park's Administration</b></p> <ul style="list-style-type: none"> <li>Foster staff members understanding of and identification with PNL's and the GLTP's concept and vision on conservation and biodiversity and how this relates to their own responsibilities.</li> <li>Ensure good communication practices are implemented between all staff members such that the Park can operate efficiently and all employee can be supportive of the Park and its objectives</li> </ul> |   |                       |                     |                                       |   |
| <b><u>Goal setting</u></b>  | <p>Strategic goal setting for the year ahead (key points of what will be achieved this year)</p> <p>The purpose of this document is for each team (including the PIU) to have clear goals for the year ahead to keep people focussed on what is to be achieved.</p> <p>These are proposed by each department and a consolidated list is placed in the board room for reference.</p> <p>Departmental goals are presented in each co-ordinators office.<br/>Co-ordinators offices and consolidated one in board room</p> <p><b>Frequency: Annually</b></p> <p><b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available - Proceed</u></b></p> | Co-ordinators and PIU | Nil                 |                                       | <ol style="list-style-type: none"> <li>Departmental goals agreed and displayed in co-ordinators offices?</li> <li>Consolidated list of PNL goals agreed and displayed in board room.</li> </ol> |
| <b><u>Statement of common</u></b>   | <b>Development of a strategic vision, mission and values</b>  | External consultant   | Nil additional      |                                       | 1. A clear statement of   |

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| <p><b><u>vision</u></b></p>   | <p>In conjunction with the above, a common set of longer term goals are set and values agreed upon.</p> <p>Goals in the management plan are currently too broad ranging. Goals are agreed at a strategic planning meeting among co-ordinators and communicated throughout the organisation through various channels (see below).</p> <p><b><u>Frequency</u></b> - 3 year goals are agreed upon and reviewed annually.</p> <p><b><u>Importance: Medium, Practicality: High, Cost: Low, Resources: Available - Proceed</u></b></p>  | <p>(Jürgen Hagemann session)</p> <p>or self done</p> |  |   | <p>the vision and mission and values of the park exists.</p>  |
| <p><b><u>Vision.</u></b><br/><b><u>Mission.</u></b><br/><b><u>Values - Print products</u></b></p> | <p>A set of (up to) 6 print products (posters/ calendars/ banners) carrying the above statements (vision, mission, values) are created and displayed so that the common goals are clear for all to see and to hold each other accountable.</p> <p>These products will also give a broader sense visually of the park for many who do not know all of what it contains (many have not seen the whole park). These should thus include images of key biodiversity and ecosystem features.</p> <p><b>Frequency:</b> Annually</p> <p><b><u>Importance: Medium, Practicality: Good, Cost: Medium, Resources: Available - Wait for completion of above task</u></b></p> | <p>Print production person</p>                       | <p>Design and layout (internal)</p> <p>Printing (external)<br/>Mt 40 000</p> | <p>Can also be re-versioned as desktop wallpaper, screen saver etc.</p> | <p>1. Products exist and are available to all staff members. 2. All staff can articulate the goals of the park.</p> |

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|                      | <p><b>All-staff information session</b></p> <p>Park warden to address staff twice a year to remind them of the objectives of the park and their role in achieving this.</p> <p>The meeting highlights successes and achievements, and reports on challenges. It includes praise for jobs well done.</p> <p>This is a possible opportunity for the recognition of various staff for their suggestions and actions (See below: "Awards").</p> <p>A rotation is arranged to ensure that all staff (including field rangers) are able to attend at least one meeting per year.</p> <p><b>Frequency:</b> Twice per year (all staff at least once per year).</p> <p><b><u>Importance: High. Practicality: High. Cost: Medium. Resources: Available - Proceed immediately</u></b></p>   | Park Warden   | Catering budget   |   | <ol style="list-style-type: none"> <li>1. Record of meeting with attendance register.</li> <li>2. Increased knowledge among staff of PNL goals.</li> </ol> |
| <b><u>Awards</u></b> | <p>On an annual basis all staff to submit at least one <b>idea</b> for ways in which things can be done better - small improvements that will help the organisation achieve its goals. These to be collected and evaluated and "best suggestions" chosen (criteria to be based on potential to improve the park and how things are done). Prizes are awarded for the best suggestions. Note: Some very good suggestions may appear very simple or obvious.</p> <p>On an annual basis, all staff nominate at least one fellow staff member for <b>actions</b> that contributed to the goals of the organisation as a whole. The person's actions must have had a significant impact on the lives of others or on the way things are done in the organisation. Prizes are awarded for these actions.</p> <p>These awards are announced at the annual staff meeting and published in newsletter and press releases.</p> | HR Department and PIU to arrange (they will not be candidates for these awards) | Value of prizes to be determined (could be a small token or non-monetary prize) | <p>Public awareness of park success through media (newspapers, radio etc)</p> <p>Increased motivation and beneficial ideas.</p> | <ol style="list-style-type: none"> <li>1. Awards take place</li> <li>2. Measurable benefits arising from suggestions</li> <li>3. Media reports</li> </ol>  |



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|  | <p><b>Frequency:</b> Annual</p> <p><b><u>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed immediately</u></b></p>  |  |  |  |  |
| <b><u>Language</u></b>                     | <p><b>Language courses</b></p> <p>Key staff (co-ordinators and those with external interface) to improve communication skills in Portuguese and/or English.</p> <p>Acknowledgement that this is an International park and that English is an international language</p> <p>Front of House appointments to include considerations of existing language competence.</p> <p><b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed Immediately</u></b></p>   | <p>Key staff, where jobs require this.</p> <p>E.g. Project manager (Portuguese), PR manager, cashiers, camp attendants (English)</p> | <p>Intensive language courses through internet or local teacher</p> <p>Cost ??</p> |  | <p>1. Results of language course examinations</p> <p>2. Increased dialogue</p> |
| <b><u>Communication infrastructure</u></b> | <p><b>Radio infrastructure to be improved as a matter of priority.</b></p> <p>Radios - establish basic communications throughout park (the existing crisis regards lack of radio communication throughout the park is an untenable situation impacting on the health and safety as well as the morale of staff and efficient functioning of the park). Consider installation of additional base stations and a strong repeater at Giriyyondo or Strong <b>portable radio transmitters</b> with solar panels to recharge batteries to be issued to units. Radio schedules are established with each field unit.</p> <p><b><u>Importance: High, Practicality: High, Cost: High, Resources: Required – Secure resources and proceed</u></b></p> | <p>Park Administration, Protection co-ordinator</p>  | <p>??</p>  |  | <p>1. Coverage to all parts of the park is established.</p>                    |

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|  | <p><b>Improve Cell phone coverage</b></p> <p>Partnerships to be explored with cell phone operator to expand coverage of cell phone networks.</p> <p><b>Importance: High, Practicality: Low, Cost: unknown, Resources: Required – Do nothing, focus on fixing radios</b></p>   |   |  |  | <p>1. Coverage in the park is increased.</p> |
|  | <p><b>Road Network and availability of vehicles to be improved</b></p> <p>Vehicles and road network. In the absence of adequate radio and cell phone coverage, these are sometimes the only communication channels available. Key roads to be made passable during wet season and the lack of vehicles makes this a sporadic and costly medium.</p> <p><b><u>Importance: High, Practicality: High, Cost: High, Resources: Required – Secure resources and proceed</u></b></p> | <p>Infrastructure<br/>Park<br/>Administration</p> |  |  | <p>1. Key roads are improved.</p>            |

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| <p><b><u>Meetings (Park internal)</u></b></p> | <p><b>General Guidelines for meetings</b></p> <p>At an annual strategic planning meeting all Co-ordinator/PIU meetings and departmental meetings and external meetings (where possible) are scheduled for the year ahead. Meetings in Maputo are, wherever possible, scheduled for Fridays and/ or Mondays when staff are more likely to be in Maputo.</p> <p>A set of rules and norms for meetings is developed and agreed to by all staff. These are displayed in the meeting space.</p> <p>Meetings should take place in allotted time.</p> <p>Action items agreed to in meetings are of utmost priority. Focus is on completing action items ( not on setting action items)</p> <p>Meetings are generally positive and encourage sharing of ideas and information. They encourage collaborative problem solving. Credit is given where credit is due.</p> <p>Individual performance issues and disciplinary issues are, where possible, not dealt with in public meetings.</p> <p>Frequency - Annual strategic planning. Ongoing meetings.</p> <p><b><u>Importance: High. Practicality: High. Cost: Low. Resources: None – Proceed when capacity allows</u></b></p> | <p>Co-ordinators and PIU</p> <p>Co-ordinators with operational staff</p> | <p>Nil</p> |  | <p>1. A meeting schedule exists<br/>2. Meetings are held according to schedule.<br/>3. Meetings are effective and positive.</p> |
|   | <p><b>Co-ordinator presentations in Co-ordinator/PIU meeting.</b></p> <p>At each monthly meeting, on a rotational basis, one Co-ordinator or PIU member makes a ten minute presentation about their department, within the broader goals of the PNL. The speaker can discuss their departmental vision, successes and the challenges they face. It is an informal opportunity for each one to share information on aspects of their work to improve collaboration between</p>   | <p>All co-ordinators and PIU members on a rotational basis.</p>          | <p>Nil</p> | <p>These presentations can be shared within departments and in other</p> | <p>1. Department heads have made presentations.</p>   |

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|   | <p>departments.</p> <p>These sessions are verbal presentations of a prepared written document. This is to ensure that the talk is well prepared and for the benefit of those who did not attend the meeting. It will also form a useful reference in the next cycle of presentations.</p> <p><b>Frequency:</b> Monthly. Dates are set for each Co-ordinator for the year ahead.<br/> <b>Importance: Medium, Practicality: Medium, Cost: Low, Resources: Available</b><br/> <u><b>- Proceed when capacity allows</b></u></p>  |                                  |            | <p>circumstances.</p> |  |
| - | <p><b>Environmental awareness session in departmental meetings</b></p> <p>In the spirit of a “Toolbox talk” in occupational health and safety plans, the intention is to create a small space for continual learning.</p> <p>At each departmental meeting, co-ordinators facilitate a brief discussion (up to 10 minutes) on an environmental awareness theme. This is done by insisting that a meeting cannot proceed until one observation has been made relating to environmental awareness and place for improvement.</p> <p>As an alternative, co-ordinators use this session to highlight at least one aspect of biodiversity conservation messaging at each monthly meeting. Talks could include: Specific biodiversity features of the PNL, water conservation, waste management, sustainable resource use etc.</p> <p>These discussions will be centered around elements of the Park Employee Education Programme (see Environmental Awareness strategy part 5). The subject of the talk and any pertinent observations/ suggestions are included in the co-ordinators monthly report.</p> <p>(This is in addition to the EA programme for each employee and can be seen as a refresher/ opportunity for deepening knowledge or understanding).</p> | <p>All co-ordinators and PIU</p> | <p>Nil</p> |                       | <p>1. Co-ordinator reports.<br/> 2. Increased knowledge and awareness of Environmental issues among staff.</p> |

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|   | <p><b>Frequency:</b> Monthly in all departmental meetings</p> <p><b>Importance: Medium, Practicality: High, Cost: Low, Resources: Available – Proceed when capacity allows</b></p>  |                    |   |   |   |
| <p><b><u>Name badges and uniforms</u></b></p>                   | <p>All staff liaising with external audiences to have name badges with titles and must wear uniform (all cashiers, and those working in front of visitors etc).</p> <p>Name badges with titles increase personal identification with organisation roles and promote personal dignity and accountability.</p> <p><b>Frequency:</b> Once-off and upon organisation changes/ promotion/ new appointment</p> <p><b>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed Immediately</b></p>  | HR Department      | Estimated at<br>=200 x 30 =<br>R 6000 = Mt<br>24000                       |   | 1. All staff have name badges and wear them   |
| <p><b><u>Visits to other sites/ Exchange programmes</u></b></p> | <p><b>Co-ordinator / Manager level visits</b></p> <p>Select senior staff at Co-ordinator level are required to spend 1 week per year in a similar organisation to the PNL. This could be established as part of an exchange programme throughout the GLTP and other TFCA's.</p> <p>(Especially infrastructure (eg maintenance inspections, systems and planning) and tourism (eg. facility cleaning and front of house presentation) – to learn from Kruger)</p> <p>The staff member should choose the organisation and motivate for what they plan to achieve by their visit. Upon their return they should report back on learning and suggestions for improvements at PNL.</p> <p>Budget for training is available, however on-the-job training at a similar organisation is likely to be more effective than a training course at PNL. By the above route, goals are set and measurement takes place against these goals.</p> | PIU, HR Department | Budget for training is available.<br><br>Accommodation, Per diem, travel. | By arranging exchanges, accommodation costs could be reduced. | 1. Written proposal/ motivation and follow-up report including learnings and suggestions. |

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|                          | <b><u>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed</u></b>  |   |  |   |   |
|                          | <p><b>Operational staff visits</b></p> <p>Selected staff at operational level are required to spend 1 week per year in a similar organisation to the PNL. This could be established as part of an exchange programme throughout the GLTP and other TFCA's.</p> <p>This should be done at the discretion of the supervisors who will motivate on behalf of their staff. Staff required to complete a post-visit evaluation form.</p> <p><b><u>Importance: High, Practicality: High, Cost: medium, Resources: Available – Proceed</u></b></p>   | Co-ordinators, HR, PIU  | Budget for training is available.<br><br>Accommodation, Per diem, travel.  | By arranging exchanges, accommodation costs could be reduced.   | 1. Post visit evaluation form   |
| <b><u>Newsletter</u></b> | <p>A bi-monthly (every 2 months) initially 2-4 pages – with a vision to 8 page newsletter. A4 newsletter will be used to reach the following audiences; Park staff, surrounding communities, surrounding districts and provincial and national government and funders. [Note diversity of audiences]</p> <p>The newsletter will be in Portuguese and will have short summaries (in point form) of SELECTED articles in English and/or Shangaan.</p> <p>There should be a move away from a focus on only NEWS and a move towards a focus to include information sharing, good practice sharing, environmental awareness, Park achievements, messages that the park wants to relay – etc.</p> <p>Contents to include: Role of the PNL and the GLTP, biodiversity and conservation information (environmental awareness role), tourism development information, sustainable livelihoods messaging, PNL and GLTP news and developments, success stories of resettlements, success stories of income generating projects, issues for discussion and reports on findings of visiting researchers.</p> | Graphic designer to set up template in MS publisher or equivalent (once off).<br><br>PR manager to edit material from extensionists and other | Graphic design fee (once off) Mt 40 000<br><br>Simple layout software required (eg. MS Publisher) \$ 140 US = Mt 4500<br><br>Layout to be done on site | Opportunities exist for local businesses to advertise and cover some costs (cell phone networks etc.)<br><br>Newsletter to appear on website. | 1. Presence of newsletter.<br>2. Survey of various target audiences for value of the newsletter |

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|  | <p>The newsletter is a showcase of good practise in conservation and sustainable livelihoods inspiring others. The paper includes: profiling of community members working in the park, recognition of volunteers in communities who give of their time to do liaison with the park, Newsletters profile successful collaborations with districts and government, including key personalities (politicians)</p> <p>The newsletter to be strongly visual including elements of biodiversity, conservation, people (people and parks messaging). It will be celebratory and aligned with the strategic goals of the LNP.</p> <p>Newsletter could include comics for communication of complex subject matter (example: using 20% for community development). Comics/ Illustrations are very powerful tools to engage low literacy audiences on complex subject matter. E.g. How increased visitors to the park increases revenues which in turn are passed to the park committee and disbursed to the District and local committees for use by community groups. See attached sample "How medical schemes work" and "Census - 2011: Know your fieldworker". Annexure 5</p> <p>Contributions to come from each department (although they will be collated and edited by the PR manager).</p> <p>Distribution by hand and ordinary mail: 300 copies - park employees, 500 copies - communities, 200 copies districts and government departments.</p> <p><b>Frequency:</b> Bimonthly - Newsletter to be distributed in Feb, Apr, Jun, Aug, Oct and last week of November.</p> <p><b><u>Importance: High. Practicality: High. Cost: medium. Resources: Available – Proceed immediately</u></b></p> | <p>contributors</p> | <p>by PR manager with initial input from graphic designer (as part of once off fee).</p> <p>Internal Distribution should be mainly by e-mail and noticeboards with printed distribution to selected external parties. Printing: Estimated 40 copies required (determine whether cheaper to litho print in Maputo or purchase A3 colour printer)</p> |  |  |
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| <p><b><u>Resource Centre</u></b></p>   | <p><b>Resource centre/ Library</b></p> <p>Establish a library of resources on biodiversity conservation and similar themes.</p> <p>This library holds all current versions of management documents, maps and other resources for the management of the park.</p> <p>The library contains informative posters, books, magazines and other resources.</p> <p>The library allows place to sit and read documentation as well as to work and write.</p> <p>The library keeps copies of visiting research outputs, to be delivered to PNL upon publication.</p> <p>A simple system to be maintained to manage withdrawal and return of material.</p> <p><b>Frequency:</b> Once off. Annual magazine subscriptions</p> <p><b><u>Importance: Medium, Practicality: High, Cost: medium, Resources: Available - Proceed</u></b></p> | <p>Implementation by PIU with Receptionist to manage resource centre.</p> <p>HR and PIU to determine and arrange magazine subscriptions.</p> | <p>Subscription to periodicals/magazines</p> <p>3 x Mt 500 = Mt 1500 per annum</p> |  | <p>1. Resource Centre is being used</p> |
| <p><b><u>Informal space (could be combined with resource centre)</u></b></p> | <p>Creation of an informal meeting space where staff can relax and discuss issues informally.</p> <p>Give this space a fan and water fountain/ cooler.</p> <p>If necessary, rules could be set up in each department about how this space is used, for example specific times of day – or informal meetings. At least at the beginning supervisors may want to have control so that the people do not use working time for chatting.</p>   | <p>Project manager</p>   | <p>Mt 20 000</p>   |  | <p>1. Informal space is being used</p>  |



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|  | <b><u>Importance: Medium, Practicality: High, Cost: medium, Resources: Available - Proceed</u></b>  |  |   |  |   |
| <b><u>Notice Board</u></b>                                 | <p>Notice board to be maintained in a high traffic area (in addition to the one in its current position).</p> <p>NOTE: This can be in a different place to the HR notice board - suggest in the meeting space outside the Park Administrator and Park Manager's office or the Informal meeting area.</p> <p>Notice board to display (on a rotational basis) some of the following:</p> <ul style="list-style-type: none"> <li>- Information on the park, developments, achievement etc.</li> <li>- Information on biodiversity and conservation</li> <li>- Vision, Mission, Values and Goals statements</li> <li>- Celebration of good practice showcasing individuals and their contributions</li> <li>- Profiles on winners of annual awards</li> <li>- News and articles from other parks</li> <li>- News of visiting researchers</li> </ul> <p><b>Frequency:</b> At least 50% of the content on this notice board to be replaced monthly. i.e. No article remains longer than 2 months.</p> <p><b><u>Importance: High, Practicality: Medium, Cost Low, Resources: Available - Proceed</u></b></p> | <p>PR manager to maintain this notice board – supported by PIU</p> <p>PR Manger under PIU guidance</p> <p>Contributions by all staff welcomed.</p> | Nil   |  | <ol style="list-style-type: none"> <li>1. Notice board updated.</li> <li>2. Staff and visitors reading notice board?</li> </ol> |
| <b><u>Videos and Talks Doable - getting down to it</u></b> | <p><b>Screening of videos</b> on biodiversity conservation in a developing country (Eg. Africa's Lost Eden, National Geographic and Animal Planet programmes on biodiversity protection in Africa/ Brazil etc.)</p> <p><b>Visitor talks:</b> (with translator) on biodiversity conservation and TFCA themes (invitation extended to all visiting researchers and/or practitioners to come and share preliminary findings / best practice with the park staff). Suggest that</p>   | <p>PIU members or Host co-ordinator</p>  | <p>Videos: \$ 15 US per month = Mt 450/month</p> <p>Visitor talks - Nil</p> |  | <ol style="list-style-type: none"> <li>1. Talks take place and/or videos are screened monthly.</li> </ol>                       |

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|  | <p>these be as visual and accessible as possible and get copies of photos, presentations etc. when they go.</p> <p>The intention behind this media is to create environments for informal learning and discussions in which difficulties may emerge and people can discuss common solutions to LNP problems and issues.</p> <p><b>Frequency:</b> Monthly informal session/ as available<br/> <b><u>Importance: Medium, Practicality: High, Cost: Low, Resources: Available - Proceed when capacity allows</u></b></p> |  |  |  |  |
| <b>Environmental Education Programme</b> | <p><b>Staff training on EA (TBC)</b></p> <p>Refer to EA programme deliverables</p> <p>It is vital that each employee understands the need for the park and has a basic understanding of man's interaction with the environment.</p> <p>Staff EA through community programme.<br/> <b><u>Importance: High, Practicality: Medium, Cost: Low, Resources: Available - Proceed according to EA plan</u></b></p>  |  |  |  |  |

## Objective 2. Improve dialogue with districts and communities

- Enhance community member's understanding of and identification with PNL's and the Transfrontier Parks' concept and vision on conservation and biodiversity.
- Assist communities with the identification of income generating measures in order to invest the park's revenues meaningfully and sustainably.
- Get the respective local and district municipalities as well as the responsible representatives of the provincial and national government 'on board' and enhance their awareness for the legitimate worries and requirements of the citizens living in the park and buffer zone.

| Medium                                     | Detail  | Mechanism (HR) Who?                             | Mechanism Financial  | Multipliers (additional / free media) | Monitoring and Measuring  |
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| <b><u>Improving Community Dialogue</u></b> | <p><b>Extensionist facilitated dialogue with communities in the buffer zone</b></p> <p>Extensionists are key to dialogue with communities. This dialogue is to be regular and largely verbal.</p> <p>Extensionists to identify link people in communities and schedule regular and reliable visits. This person could be selected by the extensionists and given an induction by the park – outlining the ways in which they could assist by fostering a linkage and bringing issues for attention. This could include making clear what are park issues and what are external issues.</p> <p>Newsletter to carry issues for discussion and input for communities</p> <p>Equip extensionists with common messages to each village. Extensionists to take Savings and credit info to groups (see below)</p> <p>Extensionists to act as facilitators and conduits of environmental information.</p> <p>A file is maintained for each community. Where issues are raised these are recorded and if feedback is promised this is given in appropriate timeframes.</p> | Extensionists managed by Community Co-ordinator | <p>1 day induction for village rep - transport</p> <p>Petrol for bikes</p> <p>T-shirts 200 @ Mt 300 = Mt 60 000 , Stationary, 200 @ Mt 50 = Mt10 000</p> |                                       | 1. Files for communities indicate village rep determined and continued discussion with follow up actions. |

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| <p>There is room for increased recognition of volunteers in the local and district committees and the role they play. T-shirts, newsletter articles, stationary for writing etc</p> <p><b><u>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed immediately</u></b></p> <p><b><u>Additional recommendation:</u></b><br/> <b>Community programme –Savings and credit groups, linked with NGO’s</b><br/> Establishment of savings and credit groups. These programmes have lifted millions out of poverty. They teach multiple skills including good financial management and support groups to grow their money allowing them to be self-sustainable as a community - spreading the benefits of commerce in one section of the community to others.</p> <p>For more information on this comment, please see the savings revolution site <a href="http://savings-revolution.org">http://savings-revolution.org</a> (aimed more at the practitioner of savings, but which has a large body of literature) or the SaveAct site <a href="http://www.saveact.org.za">http://www.saveact.org.za</a></p> |  |  |  |  |
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|  | <p><b>Community Dialogues with communities to be resettled</b></p> <p>Responsibilities of resettlement are with government but supported by the park.</p> <p>Facilitation is not <b><u>to be seen as a park initiative or the park will be expected to solve all problems (which is not their responsibility). The park is a partner to communities in these processes.</u></b></p> <p>Staff from the Community Development Programme can benefit from training to deliver negotiation skills, conflict resolution and communication skills. Very clear guidelines exist for the facilitator who understands what the park can offer in terms of support so that no unfulfilled promises are made.</p> <p>The district is to be involved in the discussions. Where necessary, the DA is a witness. Conflict is addressed quickly and decisions recorded.</p> <p>A set of documented meetings/ dialogues takes place in which community concerns and fears are raised and park needs are raised. Solutions are generated together. Win-wins are sought and players do what they have undertaken to do.</p> <p>Follow up meetings are held. Players do what they have undertaken to do.</p> <p>Frequency: As and when required.</p> <p><b><u>Importance: High, Practicality: Medium, Cost: Medium, Resources: Available - Proceed immediately</u></b></p> | <p>Resettlement Coordinator together with Community Co-ordinator</p> <p>External facilitator</p> | <p>External facilitator</p> <p>Transport</p> |  | <p>1. Communities feel their needs have been heard and the park is a good partner.</p> |
| <p><b><u>Newsletter</u></b></p>              | <p>See in Objective 1</p>   |  |  |  |  |
| <p><b><u>Environmental Awareness</u></b></p> | <p><b>Communities</b> training on EA</p> <p>Development of short courses for extensionists on Environmental awareness.</p>  |  |  |  |  |

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|  | <p>Significantly more EA material to be carried in newsletter.</p> <p>Materials for adults and children on these themes<br/> A “roadshow” has been conceptualised within the EA programme. This to include materials to engage children - who are the next generation of park neighbours - to increase understanding of the environment and how ecosystems function. This is part of the EA programme –also include information about the transfrontier parks concept (not presently there). Additional ideas include competitions, films and drama groups, Park Days and songs about the park. as well as visits into the park by school groups.<br/> Materials to engage adults on biodiversity and conservation (EA programme) – transfrontier parks to be included - not presently there. Additional EA messaging in the newsletter.<br/> Use local, district committees and park committee as well as NGO forum as existing communication structures between communities and park – there are opportunities to improve Environmental Awareness aspects of these meetings.</p> <p>Frequency: As and when required.<br/> <u><b>Importance: High, Practicality: Medium, Cost: Medium, Resources: Available – Proceed as part of the EA programme</b></u></p> |   |                                       |  |   |
| <p><b><u>Communications at Scheduled Meetings (external)</u></b></p> | <p><b>Resettlement committee meetings</b></p> <p>A clear resettlement strategy and programme is prepared by the park and is communicated to each community once there is a fairly strong probability of the resettlement going ahead. (This is to avoid a repeat of the current situation in which resettlement was negotiated with communities but, due to delays with finances and other issues, not commenced for a number of years – resulting in a lack of trust between communities and the park).</p>   | <p>Chaired by external group, participation by park</p> | <p>Cost of Facilitator, Transport</p> |  | <p>1. Park is perceived as a strategic partner to the community rather than as an adversary</p> |

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|  | <p>A set of documented meetings/ dialogues takes place in which community concerns and fears are raised and park needs are raised. Solutions are generated together. Win-wins are sought and players do what they have undertaken to do.</p> <p>The process is watertight in terms of commitments made and understandings reached. Decisions taken can only be reversed with the agreement of all parties.</p> <p>An external partner organisation chairs these meeting, allowing the park to be seen as only one party in the process (and a helpful one on the communities side), not the chief instigator (government is in fact responsible for resettlements).</p> <p>Responsibilities of government are left with government.</p> <p>Very clear guidelines exist for the negotiator who must understand what the park can offer in terms of support so that no unfulfilled promises are made.</p> <p>Successes on resettlement are documented visually and presented at follow up meetings. The park presents itself as a useful partner to communities offering support and economic possibilities (20%). Strong, positive visual presentations on resettlement in resettlement committee meetings.</p> <p><b>Frequency:</b> As and when required</p> <p><b><u>Importance: High. Practicality: High. Cost: Low. Resources: Available – Proceed immediately</u></b></p> |  |  |  |  |
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|  | <p><b>Joint Liaison Board (JLB)</b></p> <p>The JLB will be a platform for the Park benefits and successes to be sold to affected parties such that support for and co-operation with the Park is gained.</p> <p>Forum for local NGO's, districts and communities with the park is instituted and used as an opportunity for developing responses to issues and looking for opportunities to partner (but not to step in on behalf of government)</p> <p>A Terms of Reference for the JLB should be developed which should include the audience and objectives.</p> <p>The Park Warden must provide an attractive presentation of the park (with the assistance of the Project Manager) – where it is going, highlighting success and seeking opportunities for partnerships where these will be beneficial.</p> <p>Newsletters to be distributed</p> <p><b>Frequency:</b> Annual<br/> <b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed when capacity allows</u></b></p> | Park Warden                         | Travel costs and per diems for park staff and community members. |  | Meetings take place and relationships are built |
|  | <p><b>District meetings</b></p> <p>Senior Park Representative to attend these meetings periodically to maintain relations with local government and handle expectations around the role of the park, seek opportunities etc.</p> <p>Newsletters to be distributed</p>  | Park warden, community facilitators | Travel costs   |  | Good relations with district                    |



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|                               | <p><b>Frequency:</b> Monthly in 3 districts<br/> <b>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed</b></p>  |  |   |  |                                 |
|                               | <p><b>District, local and park committees meetings</b><br/> <b>Strong visual presentation of park issues and updates.</b></p> <p>Increased recognition of these volunteers for their role in the park, making association desirable, and getting them on the park’s side.</p> <p>Increased use of these opportunities to communicate about the park goals and improve biodiversity awareness</p> <p><b>Frequency:</b> Annually<br/> <b>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed</b></p>   | Extensionists, facilitators and park warden          | Travel costs  |  | Good relations with communities |
| <b><u>Community Radio</u></b> | <p><b>Programmes interviewing or discussing these issues</b></p> <p>Community radio: Maintain relationships with both Radio Mabalane and Munghana Lonene (South Africa) for discussions and announcements, send press releases and urgent announcements, explore possibilities for EA facilitator and other park staff to be interviewed.</p> <p>Munghana Lonene (<b>Contacts:</b> Live studio: 015 290 1510/1855, Station manager: 015 290 0263, Marketing: 015 290 0247, Advertising: 015 812 3258, Web admin: 015 290 0282</p> <p><b>Frequency:</b> Ongoing<br/> <b>Importance: Medium, Practicality: Medium, Cost: Low, Resources: Available – Proceed</b></p> | PR Manager<br><br>Community development Co-ordinator | Transport costs<br><br>Possible costs for radio production and time |  | PNL featured on local radio     |

### Objective 3: Enhance LNP's external communication capacities

*Improve the image of the park, enhance its success and attract investors*

| Medium                | Detail   | Mechanism (HR) Who?              | Mechanism Financial                                       | Multipliers (additional / free media)  | Monitoring and Measuring  |
|-----------------------|--|----------------------------------|---|--|---|
| <b>Press releases</b> | <p>Sent regularly to a range of diverse media including newspapers, radio, television, magazines and news agencies.</p> <p>The specific stories should, where possible, be focussed around a key set of messages depending on target audiences.</p> <p>Stories to be gathered on a weekly basis from all co-ordinators (each co-ordinator to email a list of single sentences from previous week). For example: Higher than usual number of buffalo calves this spring, Poachers arrested in South of Park, Crocodile kills woman, Pump commissioned at community nursery. (These are only leads for the PR Manager to follow up on - this should not be an onerous task for the co-ordinators)</p> <p>Press releases to be:</p> <ul style="list-style-type: none"> <li>- Limited to 1 page only, include contact details for further information</li> <li>- Only one story per press release - if there are three stories – send three press releases</li> <li>- Pyramid structure with full story in first paragraph and expanded on in successive paragraphs (can be cut from the bottom if the newspaper is short on space)</li> <li>- Sent in a plain text document (LNP_SUBJECT_date.txt) as software in newsrooms varies</li> <li>- Have title, date, embargo period (if applicable) article and contact information but no other pictures (these can be provided if requested), logos or any other complicating factors</li> </ul> | PR Manager and all co-ordinators | Press clippings service (if required) Mt 15 000 per month | <p>Press releases result in free profiling of the PNL</p> <p>These items to be posted as news on the PNL website once they have been used by the media / embargo period has passed</p> | <p>1. News clippings services are available to monitor uptake by media.</p> <p>2. Google alerts directed towards the PR manager can be used to measure online uptake.</p> |

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|   | <p>- Written in Portuguese and English and free of mistakes (they are more likely to be used, often without changes if writers and editors know they can be trusted)</p> <p>Used for news items (positive and negative), announcements, success stories or achievements and general information. These may also be reversions of items covered in the newsletter which will be of interest to a broad public audience.</p> <p>Opportunity to profile successful collaborations with districts and governments including key personalities (politicians)</p> <p>A list of press contacts should be maintained at all times.</p> <p><b>Frequency:</b> Ongoing<br/> <b>Importance: High, Practicality: High, Cost: Low, Resources: Available - Proceed</b></p>  |  |  |   |   |
| <p><b><u>Media and other Visits</u></b></p> | <p>Invitations are made to specific media to visit the park throughout the year.</p> <p>Include television, radio, newspaper and magazines (from Mozambique and South Africa). Include journalism students.</p> <p>Do not bring many journalists together at one time as this exposes one writer's angle when they ask a question (hence they are reluctant to discuss stories). Rather work with them individually and build one-on-one trusted relationships and develop angles around key messages.</p> <p>PIU and co-ordinators to determine wishwish list of key stories to be covered. Each story should be built around the key messages or unique selling point as a framework.<br/> For example:</p> <ul style="list-style-type: none"> <li>- Newspaper or television feature on sustainable communities co-operating with the park - visit to irrigation project and pushing 20% to be used to fund diesel for irrigation</li> </ul> | <p>Key personnel to establish relationships with media</p> <p>PR Manager, Park Warden, Project Manager</p> | <p>Transport.</p> <p>Provide accommodation for free.</p> <p>Catering</p> | <p>1. Profiling of PNL in mainline media</p> <p>2. Trusted relationships with influential media</p> | <p>1. News clippings services are available to monitor uptake by media.</p> <p>2. Google alerts directed towards the PR manager can be used to measure online uptake.</p> |

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|   | <p>- Magazine feature on wilderness trails – visit to wilderness trail, messaging centred on wilderness experience, unspoilt landscapes, but bring mosquito nets</p> <p>Facilitate access to key staff but ensure that there are no “surprises” that will come out when the journalists/ media start asking questions. If the PR manager is aware ahead of these issues he/she can plan a response.</p> <p>Get media partners on your side by being honest about realities and challenges. For example: "this is a developing park in a developing country, but we do have ...". Discuss plans for the future – enthuse them with the vision but be real about the challenges.</p> <p>If invited by the park, suggest media bring own transport but offer to provide free accommodation. Indicate they should bring their own food and provide them with the tips for visitors so they are prepared.</p> <p><b>Universities:</b> Invite journalism students (final year) for one week. Each one to research and deliver 3 stories (topics to be decided by you)</p> <p><b>Frequency:</b> Ongoing, and attached to specific events in the park<br/> <b>Importance: Medium, Practicality: High, Cost: Medium, Resources: Available</b><br/> <b>- Proceed when capacity allows</b></p> |                                    |     |  |                             |
|   | Radio Mozambique - has a delegation in Massingir - explore opportunities for a weekly despatch from the Park.   | PR Manager                         | Nil | Free media coverage in exchange for information and news | 1. Radio coverage achieved. |
| <b><u>Website and online presence</u></b> | <p><b>PNL Website Development</b></p> <p>Strong use of visuals and well structured information (not too much on one page</p>  | PR Manager to complete training on | Nil |  | 1. Web analytics tool to be |

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|  | <p>(use “Read more hyperlinks”) and important information at the top of the page)</p> <p>Website to be structured to easily get information on:<br/> Travel and accommodation options<br/> Tourism product offering and<br/> Information for visitors.<br/> Include some information on future plans (tourism development)- but make it clear that this is for the future not for now)</p> <p><b>Additional sections on:</b><br/> Good news stories (to be updated regularly)<br/> Content from Park Fact Sheets<br/> Celebration of successes (achievements to date)<br/> Park goals and vision including the realities of running a park in a development context.</p> <p>Link to other Mozambique and TFCA parks and ask them to link to yours.</p> <p><b>Frequency:</b> Ongoing<br/> <b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available - Proceed</u></b></p> | <p>uploading to the site</p> <p>Writing to be done internally</p> |  |  | <p>implemented on the site to monitor number and source of visits.</p> |
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|  | <p><b>GLTP website, SANPARKS</b></p> <p>Explore opportunities for putting up basic information on these sites to drive visitors back to PNL website.</p> <p>Provide information on recent developments</p> <p><b>Frequency:</b> Ongoing<br/> <b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available - Proceed</u></b></p>   | Project manager (GLTP contact)   | Nil |  |   |
|  | <p><b>Use of other online media</b></p> <p>Inclusion of specific trails on 4x4 sites (Tracks-4-tracksAfrica) with GPS routes and waypoints for self drive 4x4 enthusiasts</p> <p>Inclusion of GPS waypoints and well strategised photographs on Google Earth (with LNP as the contributor)<br/> <b>Frequency:</b> Ongoing<br/> <b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available - Proceed</u></b></p> | <p>Project Manager with support of External GIS expert / PPF resource to ensure these are accurate and updated.</p> <p>Alternatively, a trained consultant/ service provider could be involved to maintain these</p> | Nil | Photo's will be picked up in google searches driving additional traffic to the site. | Analytics and comments to be monitored. |
|  | <p><b>Publish PNL routes on KNP maps.</b></p>  | Project  | Nil |  | Presence on                             |

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|  | <p>Include all attractions and destinations as well as accurate information regarding route condition.</p> <p><b>Frequency:</b> Ongoing<br/> <b>Importance: Med, Practicality: High, Cost: Low, Resources: Available – Proceed when capacity available</b></p>  | <p>Manager with support of KNP GIS expert through GLTP platform</p>      |                |  | <p>Kruger maps</p>  |
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| <p><b><u>Tourism Marketing Brochures</u></b></p> | <p><b>Mozambique Public</b></p> <p>Marketing brochure (A5 – glossy one-pager) to be produced and distributed in Mozambique in Maputo, airports.</p> <p>Highlight what is here and be honest about the product offering (Experience your African heritage, rustic experience, get away from it all, unspoilt wilderness)</p> <p>Highlight accommodation options, distances and road conditions/ transport options. Include prices.</p> <p><b>Frequency:</b> Review annually<br/> <b>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed</b></p> | <p>PR Manager with support of Copy writer and Graphic designer</p>       | <p>Mt 8000</p> |  | <p>1. Monitor rate of replacement<br/> 2. Monitor increased Mozambique based visitors</p> |
|  | <p><b>South African and international audiences A5 brochure</b></p> <p>Content: Existing tourism options including</p> <ol style="list-style-type: none"> <li>1. Accommodation options between bush and beach</li> <li>2. 4x4 trails</li> <li>3. Hiking trails</li> </ol>   | <p>PR Manager with support of Copy writer:<br/><br/>Graphic designer</p> | <p>Mt 8000</p> |  | <p>1. Pamphlet replacement rate<br/> 2. Increased enquiries and visits</p>                |

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|                                       | <p>Highlight what is here and focus on key features – wilderness experience, rustic nature, solitude etc.</p> <p>Distribution:<br/>         Kruger National Park (Through GLTP structures)<br/>         Airport in Mozambique<br/>         Border gates GiriyondoGiriondo and others<br/>         Airports around Kruger park</p> <p>Include basic information for tourists so there are no surprises.</p> <p><b>Frequency:</b> Review annually, update when products change<br/> <b><u>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed immediately</u></b></p> |                 |                                      |  |  |
| <b>Info board at Phalaborwa gate</b>  | <p><b>Info board at Phalaborwa gate</b></p> <p>To carry general information, safety information and rules and regulations.</p> <p>This to be visual in nature.</p> <p><b>Frequency:</b> Once off<br/> <b><u>Importance: High, Practicality: High, Cost: Medium, Resources: Available – Proceed immediately</u></b></p>   | Project Manager | Production of board<br><br>Mt 30 000 |  | Board contains necessary information (see Kruger examples) |
| <b><u>Factsheets for visitors</u></b> | <p><b>Grey brochure is in place.</b></p> <p><b>Additional thoughts</b></p> <p><b>What you should know - before you come</b><br/>         This is to ensure that all visitors to the park (tourist, professional, media etc.) have the necessary information that they will need. This is not a factsheet on all aspects of the park – only on the important items people should know in</p>  |                 |                                      |  |  |



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|   | <p>preparation for arriving. For example:</p> <ul style="list-style-type: none"> <li>- LNP is in a malaria area – mosquito nets are provided in all chalets, however you are advised to bring an insect repellent and consult your doctor on anti-malarial medication.</li> <li>- Visitors using the Giriyondo gate border post will be required to pay for one night accommodation</li> <li>- Facilities available and booking information</li> <li>- Activities available and booking information</li> <li>- Facilities not available – Please note that all accommodation in the park is self catering. We recommend you bring bottled water.</li> <li>- Recommend the following equipment – portable tyre pump, etc.</li> </ul> <p><b>What you should know - while you are here</b><br/>For all travellers entering the park</p> <ul style="list-style-type: none"> <li>- Rules - Don't get out of the car. Don't litter</li> <li>- Safety - Roads are dangerous especially when wet. <ul style="list-style-type: none"> <li>▪ Please observe the speed limits.</li> <li>▪ If you approach a herd of elephants... etc. (The Kruger Park has excellent guidelines)</li> <li>▪ There is limited cell phone reception apart from at Massingir.</li> </ul> </li> <li>- Charges for towing and vehicle reclamation in the park as follows:</li> <li>- Facilities available and location</li> </ul> <p>Facilities not available – Please note that all accommodation in the park is self-catering. Bottled water is available at the Massingir gate.</p> <p><b>Frequency:</b> Review annually<br/><b>Importance: High, Practicality: High, Cost: Low, Resources: Available – Grey brochure is in place – review as necessary</b></p> |  |            |  |  |
| <p><b><u>Commercial Tourism publications (print and online)</u></b></p> | <p><b>Advertising in tourism products (getaway, go etc.)</b></p> <p>Benefit to be weighed against return on investment and should be structured around niche tourism markets and specific products – e.g. Shinguedzi cliffs hiking trails etc, 4x4 trail launch</p>  | <p>Publication and / or Agency<br/><br/>PR Manager</p> | <p>TBC</p> |  |  |

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|-----------------------------------|--|----------------------------------|------------------------|---|--|
|                                   | <p>Consider less “high profile” publications. E.g. Limpopo (details to be provided) cheaper</p> <p>Links between websites (other websites)</p> <p><b>Frequency:</b> Only when specific products are to be promoted<br/> <b><u>Importance: High, Practicality: High, Cost: High, Resources: Available – Proceed upon launch of products</u></b></p>   | Tourism Manager                  |                        |   |  |
|                                   | <p><b>Feature Articles in tourism products (getaway, go, Sunday Times Travel and leisure etc)</b></p> <p>See “media and other visits”. Good scope for articles in getaway and feature articles in Newspapers and go to bring more tourists to the park in the Shinguedzi cliffs and 4x4 trails.</p> <p>Also include international online travel publications:<br/>Lonely planet, Africa on a shoestring and others</p> <p><b>Frequency:</b> Ongoing and when specific products are to be promoted<br/> <b><u>Importance: High, Practicality: High, Cost: Low, Resources: Available – Proceed upon launch of products</u></b></p> | PR Manager, Tourism Manger       | Accommodation and tour | <p>These are inherently “free” media.</p> <p>Link to online media from the website.</p> | <p>1. News clippings<br/>2. Google alerts for online</p> |
| <b><u>Trade Fair exhibits</u></b> | <p><b>Ensure presence at trade fairs (once concessions and tourism products are on offer)</b></p> <p>Use existing GLTP and MITUR structures and attendance plans to include LNP content</p> <p>Use a designer and/or agencies to create the stand to ensure that it looks professional and attractive.</p> <p>Use this to highlight concessionaires’ products (what is good for them is good for the park) Explore opportunities to partner with GLTP on trade fairs.</p>  | Designer, agency to create stand |                        | <p>Explore possibilities to partner with GLTP, MITUR Boundless Africa, RETOSA</p>       |  |

|   |  |  |  |  |
|---|--|--|--|--|
| <b>Frequency:</b> Ongoing and when specific products are to be promoted<br><b>Importance: High, Practicality: High, Cost: High, Resources: Available –<br/><u>Proceed when strategically appropriate.</u></b> |  |  |  |  |
|---|--|--|--|--|

## Appendix A - The eight Ms of media strategy

### Mission

- why are you in the world?
- what is your organisational purpose?
- what is the role of communication in achieving this?

### Market

- who do you want to communicate with?
- what is your audience's existing understanding of the issues?

### Messages

- what messages do you want to communicate?
- what stories do you have to tell to illustrate them?

### Media

- which medium or combination of media will reach your target market/s?

### Magic

- how can you animate your messages?
- how can you make them easier to absorb?

### Multipliers

- how can you leverage low cost or free media space & time?

### Mechanisms

- what do you need to do to make it all happen?
- what resources and processes do you need?
- what quantities of money, time, people, infrastructure?

### Measuring

- how can you monitor and evaluate the success of your efforts?

*Multi-Media Magic, The 8Ms of Media Strategy*  
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## Appendix B – List of interviews

| <b>Name</b>                       | <b>Title/Role</b>                 | <b>E-Mail</b>  | <b>Telephone</b>                     |
|-----------------------------------|-----------------------------------|--|--------------------------------------|
| <b><u>Park Administration</u></b> |                                   |  |                                      |
| Baldeu Chande                     | Park Warden                       | <a href="mailto:Baldeu55@gmail.com">Baldeu55@gmail.com</a>                       | +258 84 3011 726                     |
| Fernando Nhabinde                 | Financial Manager                 | <a href="mailto:fernandonhabinde@yahoo.com.br">fernandonhabinde@yahoo.com.br</a> | +258 84 3011 731                     |
| Gilion Michila                    | Deputy Park Warden                |  | +258 84 3011 723                     |
| Antony Alexander                  | Projector Manager                 | <a href="mailto:antonyalexander01@gmail.com">antonyalexander01@gmail.com</a>     | +258 84 3011 730                     |
| Abel Nhalidede                    | Acting Resettlement Co-ordinator  | <a href="mailto:abelnotisso@live.com">abelnotisso@live.com</a>                   | +258 84 3011 724                     |
| Germano Dimande                   | Community Support Coordinator     | <a href="mailto:germanodimande@yahoo.com">germanodimande@yahoo.com</a>           | +258 84 3011 725                     |
| Claude Louis                      | Technical Adviser CSU             | <a href="mailto:Claudelouis01@yahoo.fr">Claudelouis01@yahoo.fr</a>               | +258 82 6939 570                     |
| Lodovico Salinha                  | Tourism Facilities Manager        | <a href="mailto:salinhal@yahoo.com">salinhal@yahoo.com</a>                       | +258 84 3011 719<br>+258 82 6547 968 |
| Tomas Meque Chauque               | Extensionist                      |  |                                      |
| Lurdes Dzovela                    | Extensionist                      |  | +258 82 680 3380                     |
| Valdemar Casimiro                 | PR & Media officer                | <a href="mailto:valdermacasi@hotmail.com">valdermacasi@hotmail.com</a>           | +258 84 3011 717                     |
| Flavio Tsalinga                   | Compensation/Resettlement Unit PR | <a href="mailto:flv.tsalinga@yahoo.com.br">flv.tsalinga@yahoo.com.br</a>         | +258 84 226 9070                     |

|   |  |  |                                   |
|---|--|--|-----------------------------------|
| Billy Swanepoel<br><b><u>Provincial/ Local/ District Government</u></b> | Wildlife Technical Advisor                             | Billyswan23@gmail.com  | +258 84 3011 728                  |
| Francisco Pariela   | National Director of DNAC                              | <a href="mailto:pariela@hotmail.com">pariela@hotmail.com</a>         | +258 82 749 3500                  |
| Roque Silva   | Tourism Provincial Director                            | <a href="mailto:roquesilva@yahoo.com.br">roquesilva@yahoo.com.br</a> | +258 82 484 6000                  |
| Luis Sumbane  | Administrator Mabalane District                        | N/A  | +258 82 433 5214                  |
| Manuel Artur Macamo   | Administrator Massingir District                       | N/A  | +258 82 404 1900/+258 84 213 1535 |
| <b><u>Communities</u></b>   |  |  |                                   |
| Macavene Village  | Local leader   |  |                                   |
| Mavodse Village   | Local leader and members of the local committee        |  |                                   |
| Nanguene Chinghane  | Community members                                      |  |                                   |
| Chibotane   | Members of the local committee                         |  |                                   |
| Chicualacuala<br>Elvis Mbenzane (telephone call)                        | Member of district committee<br>Chicualacuala district |  | +258 82 749 7393                  |

## Appendix C – Review of Current and Potential channels

### Analysis of Existing and Potential Communications channels

#### **Enhance communication among staff of the LNP Administration**

##### Objectives

1. Foster understanding of and identification with LNP's and the Transfrontier Park's concept and vision on biodiversity, but also the understanding and takeover of responsibilities
2. Ensure good communication practices are implemented between all staff members such that the Park can operate efficiently and all employees can be supportive of the Park and its objectives.

##### *Target audiences*

| <b>Who?</b>  | <b>Significance as an audience/<br/>Reason for communications<br/>(Why?)</b>   | <b>Communication needs/<br/>existing understanding of<br/>issues</b>   |
|--|--|--|
| PIU (Park Warden, Project Manager and Financial Manager) | <ul style="list-style-type: none"> <li>- Ensure day-to-day achievement of operational tasks and project objectives.</li> </ul>   | <ul style="list-style-type: none"> <li>- Fulfill Park objectives, gov't expectations and donor expectations.</li> <li>- Good understanding of issues.</li> </ul>   |
| Coordinators and TA's                                    | <ul style="list-style-type: none"> <li>- Supervisors of operational units –ensure effective collaboration within and between departments.</li> <li>- Provide technical assistance to the team – need to know what is happening on the ground and provide support.</li> </ul> | <ul style="list-style-type: none"> <li>- Receive information from PIU</li> <li>- Bring information to PIU</li> <li>- Problem solve and share ideas.</li> <li>- Work closely with coordinators to gain proper understanding of issues.</li> </ul> |
| Department and operational staff in these units          | <ul style="list-style-type: none"> <li>- Ensure effective operational activities, buy-in to park vision and consistent messages to external audiences</li> </ul>   | <ul style="list-style-type: none"> <li>- Diverse needs.</li> <li>- Various levels of understanding (from good to poor) of biodiversity conservation, park objectives and TF objectives.</li> </ul>   |

***Existing Communication Channels***

|   | <b>Target Audience/s</b>                              | <b>Observations, challenges and opportunities</b>   |
|---|---|---|
| PIU meetings  | PIU (Park Warden, Project Manager, Financial Manager) | <ul style="list-style-type: none"> <li>- Ad hoc - as and when needed</li> <li>- Missed due to unscheduled activities</li> <li>-</li> </ul>  |
| Coordination meetings   | Coordinators  | <ul style="list-style-type: none"> <li>- First Tuesday of each month</li> <li>- Room for improvement in good information sharing and developing common solutions to problems.</li> <li>- Held in Portuguese and minuted.</li> </ul>   |
| Departmental meetings   | Co-ordination units                                   | <ul style="list-style-type: none"> <li>- Should be weekly. Some units have them, some don't</li> <li>- Some staff feel they do not have clear information to work with (especially difficult where staff are engaged in external communications).</li> </ul>  |
| Communication infrastructure including cell phones and radios | All staff   | <ul style="list-style-type: none"> <li>- Most staff carry cell phones. The cell phone network does not extend far beyond Massingir. It is intermittent in the offices. There is coverage around Chicualacuala and Mabalane but in very few other places in the park.</li> <li>- The Park Radio network is not working throughout the park. This causes major operational challenges.</li> </ul> |
| Email   | Admin staff   | <ul style="list-style-type: none"> <li>- Difference in culture around emails for different staff</li> </ul>   |
| Noticeboard   | Admin staff   | <ul style="list-style-type: none"> <li>- There is a notice board on which messages are placed, mostly in Portuguese</li> <li>- Opportunity to place more information for staff re vision and developments</li> </ul>  |
| Newsletter  | Who currently gets it?                                | <ul style="list-style-type: none"> <li>- Newsletter not frequent, content restricted to "news items" Opportunities for greater transfer of information (environmental awareness items) etc.</li> <li>- Assistance with content, layout and presentation required.</li> </ul>  |

***Potential/New Communication Channels/Tools***

|                                     | <b>Target audience</b>  | <b>Purpose</b>  |
|-------------------------------------|---|---|
| General meetings for all park staff | All staff once or twice per year (field rangers alternate attendance) | <ul style="list-style-type: none"> <li>- Include all staff in vision, encourage active participation and buy in and contribute to a team working towards shared goals.</li> <li>- Increase levels of understanding of Conservation, biodiversity aims of LNP and aims of TFC vision.</li> <li>- Prepare meal and encourage feedback / suggestion time.</li> </ul> |
| <b>Films</b> (e.g. Nat              | Admin staff   | <ul style="list-style-type: none"> <li>- Grow trust and respect and a common</li> </ul>   |



|  |   |   |
|--|---|---|
| Geo Wild and Animal Planet) and <b>Talks</b> e.g. visiting researchers (informal get together)<br><br>PART OF EA PROGRAMME |   | <p>understanding of issues.</p> <ul style="list-style-type: none"> <li>- Facilitate discussion on films. What are the successes that you saw in the film? What are the issues that stop us achieving similar successes? Tackle problems not personalities. What are solutions to these issues? How do these get taken forward?</li> </ul> |
| Library/ information centre/ resource centre   | All staff   | <ul style="list-style-type: none"> <li>- Magazines, newspapers, newsletters, books, project documents, factsheets, (Management plans, strategic reviews etc.) Make it comfortable with place for people to sit and talk.</li> </ul>   |
| Visits to other sites / exchanges- programme for all staff   | All staff   | <ul style="list-style-type: none"> <li>- Get broader perspectives and learn from others in similar situations</li> </ul>  |
| System for enhancing transparency and information sharing  | All staff<br><i>(listen to staff concerns) in close collaboration with OD Facilitator hired by GIZ, who has already developed rules together with the park for the work of and communication among its staff members.</i> | <ul style="list-style-type: none"> <li>- Get together (lunch/ early supper) on day of coordinators meeting/ day of 6-monthly staff get together.</li> <li>- All staff submit one idea for an improvement in the way things are done. Prize for winner...</li> </ul>   |
| Strengthening of leadership and management skills  | All staff   | <ul style="list-style-type: none"> <li>- (visits and job shadowing?) OD issue</li> </ul>  |
| Reshape what exists, set up rules  | <i>Involve the park administration, LNP staff members, respective government officials and the park Steering committee.</i>   |   |
| <b>Environmental Awareness to Staff</b> (field rangers)  |   | <ul style="list-style-type: none"> <li>- Roadshow (as with EA programme)</li> <li>- and/or</li> <li>- External trainer (possibly person who develops EA resources)</li> </ul>   |
| Community Radio  | Field Rangers, staff  | <ul style="list-style-type: none"> <li>- Radio drama once per week about the people around the park</li> </ul>  |

## **Improve dialogue with districts and communities**

### ***Objectives***

1. Enhance community member's understanding of and identification with the Transfrontier Park's concept and vision on conservation and biodiversity.
2. Assist the communities with the identification of income generating measures in order to invest the parks revenues meaningfully and sustainably
3. Get the respective administrative districts as well as the responsible representatives of the provincial and national government 'on board' and enhance their awareness for the legitimate worries and requirements of the citizens living in the park and the buffer zone.

### ***Target Audiences***

| <b>Who?</b>  | <b>Significance as an audience/<br/>Reason for communications<br/>(Why?)</b>   | <b>Communication needs/<br/>existing understanding of<br/>issues</b>   |
|--|--|--|
| Community Committees (members of Local, District and Park Committees) working in co-operation with government's consultative structures. | Sustainable relations with communities critical to success of park and TFC concept in Mozambique. Ensure best use of the 20% revenues. | Poor understanding of LNP goals and TFP goals on conservation and biodiversity and opportunities for sustainable land use. |
| Local and District government (at various levels Chefe do Posto, )   | Critical partner in securing sustainable relations with communities in the SZ  | Fair   |
| National and Provincial Government (MITUR, DNAC)   | Critical partner in the success of the TFC concept and LNP goals as well as support to communities in the SZ                           | Good understanding of the issues.  |
| NGOs (Caritas, CEDES, ORAM - Hlavuka) <u>AS WELL AS</u> LNP NGO forum and others   | Critical Observers and/or Potential partners in securing sustainable livelihoods in the SZ   | Fair understanding of issues. Need to see benefits to involvement.   |

**Existing Communication Channels**

|   | Target Audience/s                                    | Observations, challenges and opportunities   |
|---|--|--|
| Site visits by extensionists and other staff            | Communities in SZ<br><br>Communities to be resettled | <ul style="list-style-type: none"> <li>- Sometimes the only way to get a message to a village (costly)</li> <li>- Ad hoc and haphazard – usually in response to a crisis (HWC) or new development (Management plan published/ restrictions)</li> <li>- Lack of clarity and uniformity to messages</li> </ul> |
| Committees<br>Local, District and Park committee        | Committee members and communities                    | <ul style="list-style-type: none"> <li>- Difficult to plan</li> <li>- Meetings appear ad-hoc with little structure</li> <li>- Question whether messages get from these meetings to community members?</li> </ul>   |
| Government meetings (at various levels)                 | Administrator/ Govt. departments                     | <ul style="list-style-type: none"> <li>- Park is permanent invitee on administrators meetings (run by Administrators)</li> <li>- The administrator raises issues brought by communities</li> </ul>   |
| CCR (Resettlement Committee)                            | Affected communities, district, provincial, NGO      | <ul style="list-style-type: none"> <li>- Used to meet 2 x per year – but has not taken place for a long time</li> <li>- Lack of strategized communications to this group</li> </ul>  |
| Project Liaison Board                                   | Community, district, provincial, NGO                 | <ul style="list-style-type: none"> <li>- Consultative forum to ensure all stakeholders remain informed and can work together. Has not met for a long time.</li> </ul>  |
| Newsletter  | Communities, committees, government, NGO's           | <ul style="list-style-type: none"> <li>- Communities do not seem to get the newsletter. Not appropriate in its current state.</li> </ul>   |
| Field rangers to Communities                            | Communities  | <ul style="list-style-type: none"> <li>- They live in the communities</li> <li>- When all else fails – it is a way to get a message to a community</li> </ul>  |
| Community Radio   | Communities in the SZ, committees                    | <ul style="list-style-type: none"> <li>- Limited use of community radio although coverage extensive</li> </ul>   |
| EA programme to school children                         | School children in selected villages                 | <ul style="list-style-type: none"> <li>- Development of resources and training of teachers</li> </ul>  |
| EA to adults through roadshows and community structures | Adults in selected villages                          | <ul style="list-style-type: none"> <li>- Roadshow proposed, with videos etc.</li> </ul>  |

**Potential New Communication Channels/Tools**

|                         | Target audience                                 | Purpose  |
|-------------------------|---|--|
| Newsletter / info paper | Communities though committees, Districts, NGO's | <ul style="list-style-type: none"> <li>- Newsletter 1 per 2 months</li> <li>- This would address a shortage of information and would give the extensionists something to hand over</li> <li>- The issues raised could be discussed in groups for continuous learning.</li> </ul> |
| T-shirts and            |   | <ul style="list-style-type: none"> <li>- This could build trust in the park and get</li> </ul>   |

|  |  |   |
|--|--|---|
| books to write in  |  | people “behind” the park in some way. It is a way of acknowledging those on committees who give their time and efforts but would (more importantly) make association with the park something to be desired. |
| Plays/ drama’s   | Communities  | - Part of EA strategy   |
| Community Radio (Radio Mabalane) and Mungana Lonene – Radio Mozambique (coverage)                  | Communities, Districts/ Field Rangers  | - Radio drama about people living in the SZ and the issues they face. Talking about the different types of issues and various roles (i.e. district admin, local chief, park rangers, park warden)<br>-      |
| A platform... to participate and share (PLB)   | Communities, Districts and others have a consultative platform to solve issues | - Use of facilitated space for raising issues and coming to joint solutions<br>- 2 x per year<br>- should be seen as an opportunity   |
| Agricultural festival, competitions (marula jam, honey, vegetables)                                |  | - Show on an annual basis to encourage farmers and share ideas.   |
| Community heroes – celebrating the successful community members ITO sustainable livelihoods agenda |  | -   |

**Enhance external communication capabilities**

***Objective***

1. Improve the image of the park, enhance its success and attract investors

***Target audiences***

| <b>Who?</b>  | <b>Significance as an audience/<br/>Reason for communications<br/>(Why?)</b> | <b>Communication needs/<br/>existing understanding of<br/>issues</b>     |
|--|--|--|
| Mozambique /<br>Zimbabwean Public  | Can create valuable linkages<br>and opportunities                            | Low interest in<br>environmental issues                                  |
| South Africa Public  | Increase revenues from<br>tourism, increase linkages to<br>other products    | Need to be shown tourism<br>products and value in<br>coming/investing    |
| Visitors/ Potential<br>visitors to the Park<br>(national and<br>international) | Increase revenues  | Tourism offering<br>Safety and security                                  |
| Tourism operators  |  | Opportunities. Excellent<br>knowledge of issues                          |
| Potential concession<br>holders / Investors                                    | Revenues and improved<br>perceptions   | Good knowledge. Facts and<br>figures. Return on investment<br>, security |
| GLTP working<br>committee and<br>associates                                    | Improved perception of park,<br>more support for the park                    | Good awareness, perceptions<br>should be challenged                      |
| Researchers/ potential<br>partners   | Growing opportunities  | Excellent, factual information   |

**Existing Communication channels**

|                      | Target Audience/s                                     | Observations, challenges and opportunities   |
|----------------------|---|--|
| Visitor experience   | Visitors/ Potential visitors.<br>SA/Moz/International | Room for improvement – greetings, presentation, products, unfulfilled expectations.                                |
| Brochures            | Tourists, concession holders                          | Limited - not written with travelers needs in mind (maps, distances, costs, facilities, tourism products)          |
| Websites – LNP, GLTP | Tourists, public                                      | Content and look to be strategized and updated regularly   |
| National Radio       | Mozambique Public                                     | Was used briefly but was stopped. Rates appeared very good, though capacity and logistical issues were problematic |
| Newspapers           | Mozambique Public , South Africa Public               | Opportunities on both sides of the border, has been bad publicity – counter with success stories.                  |
| Newsletters (repeat) | Regional stakeholders, employees                      | Infrequent. Telling stories. 10 year product looks strong.   |
|                      |   |  |
|                      |   |  |

**Potential Communication Channels/Tools**

|  | Target audience   | Purpose   |
|--|---|---|
| Trade Fairs –  | Tourism operators/<br>concessionaires                     | - Project specific products into potential markets  |
| Internet, Google earth, tracks for Africa  | International tourism, tourism operators, concessionaires | - Shifts in the way people are accessing information and building confidence (products can be reflected here) |
| Magazines (Go, Out there, 4x4 enthusiast), Lonely planet, Rough guide, ... on a shoestring | International tourism, tourism operators, concessionaires | - Network out to potential niche markets – 4x4, hiking etc. Long term building of the brand.                  |
| Display board at gate for passing tourists   |   | - Orientation towards park progress (can see that things are improving)<br>- Safety and security              |
| GLTP   |   | - Support in marketing and clear messages   |

## Appendix 4 - EA Strategy

### PARQUE NACIONAL DO LIMPOPO ENVIRONMENTAL AWARENESS STRATEGY

#### 1. INTRODUCTION

The objective of the Strategy is to increase Environmental Awareness (EA) through education and projects within the PNL Buffer Zone communities. This will be achieved through gaining acceptance of the need to manage and conserve the eco-environment such that this will lead to actions by the community in partnership with the Park.

The strategy recognises that communities must see benefits from the Park whilst continuing their natural lives and preserving their Culture and Traditions. These benefits of living in harmony with the environment may be seen through creating a sustainable living model (food and natural resource security) and addressing poverty (employment, Income Generation projects) and economic development (health, water, education, road infrastructure) objectives.

The EA strategy will focus on the following key areas:

- Park Support Structure and Capacity Development
- EA for schools
- EA of Adults (including women)
- EA for Park Employees

And will be supplemented by other Community Department programmes such as Irrigation schemes, permaculture, and Income Generation activities.

#### 2. PARK SUPPORT STRUCTURE AND CAPACITY DEVELOPMENT (Budget €7,800)

##### 2.1 Staff Structures: (Done)

- The Community Department Co-ordinator is responsible for the implementation of the EA programme and reporting to the PIU.
- The co-ordinator may task the Operations Manager to manage the implementation however the ultimate responsibility of strategy implementation will remain with the Co-ordinator.
- The programme will be supported by an appointed extensionist (Tomas Mupatua Valoi)

##### 2.2 Staff Capacity Development: (August/September 2011)

- The Co-ordinator and Extensionist or Operations Manager will visit SADC Training centres in SADC Training centres in South Africa in July/August 2011. (Refer A2: Budget US\$ 3,250 / €2,500) - DONE
- A visit to the Kruger National Park Social Ecology Unit in August 2011 (Refer A3: Budget US\$300 / €200)

##### 2.3 Park Resources: (September/October 2011)

The Community Department will be resourced to implement the EA strategy:

- A dedicated office will be equipped with a computer ;pin board ; whiteboard and EA library by September 2011 (Refer A1: Budget US\$ 2,000 / €1,500)

- Each department staff member should be issued 3x PNL shirts for Park Branding by August 2011 (Budget €100)
- Procurement of “Road Show” equipment including large tent ; chairs ; table ; small generator, tv, dvd, whiteboard and pen by September 2011 (Refer A8 Budget US\$4,400 / €3,500)

### 3. ENVIRONMENTAL AWARENESS THROUGH SCHOOL SYSTEMS (Budget €17,700)

Environmental Awareness for the youth will be implemented through the existing schooling system. Pilot projects will be initiated in 6 schools within the Buffer Zone. The Curriculum will initially focus on approximately 6 selected topics considered to be of highest value to both communities and the Park. Education through Art competitions will also be undertaken. The training material will be sourced from WESSA and translated into Portuguese. A facilitator will train the teachers in the presentation of the curriculum and school teachers will implement the programme with the support of the Park.

#### 3.1 Finalisation of Curriculum (August /September 2011)

The curriculum will be finalised and will provisionally include say 6 of the below subjects:

- Introduction to Parque Nacional do Limpopo
- Conservation and Biodiversity
- Sustainable use of Natural Resources
- Water Conservation
- Sanitation
- Pollution
- Ecotourism
- Permaculture (introduction)

#### 3.2 Curriculum Development and Procurement (October/November 2011)

- The Park Introduction will be produced internally.
- Sourcing and procuring Curriculum material (posters ; lesson notes ; teaching materials etc) from WESSA. The curriculum will provisionally include: (Refer B1 Budget US\$14,300 / €10,000)
- Adaption of materials to Mozambican experiences possibly using Maputo based specialist – possibly as na Ambero consultancy (Refer above budget)
- Translation costs (English to Portuguese) (Budget est. €2,000)
- Printing and Production costs (Budget est. €3,000)
- Procurement of EA Posters for distribution to offices ; CIC ; Schools etc. by December 2011 (Refer A4 - Budget US\$ 1,000 / €700)
- Procurement of materials for School Art competition (Refer Section B5 Budget US\$ 1,100 / €900)

#### 3.3 Pilot project identification (October/November 2011)

Obtain the necessary permissions and approvals from District Administration by September 2011.

Identify 6 schools (preferably 2 per district) with teachers to present Environmental Education by October 2011.

#### 3.4 Teacher Training (November - December 2011)

- Secure facilitator to conduct training of Teachers by November 2011



- Secure venue and date for training and conduct Teacher training by December 2011. (Refer B2 Budget US\$1,500 / €1,100)
- Identify 6 schools (preferably 2 per district) with teachers to present Environmental Education by

### **3.5 Pilot Project Implementation (October 2011 & January 2012)**

Implement an initial School Pilot Environmental Awareness programme by October 2011 – this could include the painting of the CRC container or a Macavene art competition with prizes.

Implement the main School Pilot Project Environmental Awareness programme by January 2012.

### **3.6 Programme expansion (mid 2012)**

Monitor success of training.

Identify further 6 schools and teachers to expand the programme by mid 2012.

## **4. ADULT EDUCATION (Budget est €2,900)**

The primary means of educating Adults must be through demonstrating the benefits of the Park (eg 20% revenue distribution ; irrigation schemes ; permaculture etc) whilst ensuring poverty and economic development needs are addressed. This will enable a stronger platform for acceptance of Environmental Awareness Education which will be presented through a “Road Show” and through the Church structures

### **4.1 Adult Road Show education:(January 2012)**

Using the procurement of Road Show equipment under 2.3 and the Education materials under 3.2 selected villages . Villages will ideally be selected on the basis of having received benefit from the Park such as water system repair, irrigation scheme implementation etc.

The training will be facilitated by the Park extensionist with the support of teachers. (Budget est €2,000)

### **4.2 EA through Church structures:(December 2011)**

A workshop will be held for Church Ministers interested in communicating EA through their sermons. The workshop would be facilitated by an identified facilitator and materials would include the same as developed and under 4.2 above.

Identify interested Ministers by October 2011

The workshop will be conducted in November – December in conjunction with the planned teacher training (refer 4.4 above) . (Refer E3 Budget US\$1,200 / €900)

## **5. PARK EMPLOYEE EDUCATION (JANUARY 2012) (Budget est €1,500)**

Park Employees need to understand the need for conservation and become ambassadors of the Park. Each employee will attend awareness training which will be facilitated by senior Park Staff and/or a selected teacher. Due to the distribution of employees this will be conducted by a “road show” and topics will be selected from:

- Park Introduction (Why the need for the Park ; Ecotourism planning ; Community Support Programme etc)
- Conservation + Biodiversity
- Sustainable resource use
- Environmental management
- Pollution
- Sanitation

The teaching materials will be the same as developed under 4.2 above.

The teaching facilities will be the same as the “road show” equipment under 2.3 above.

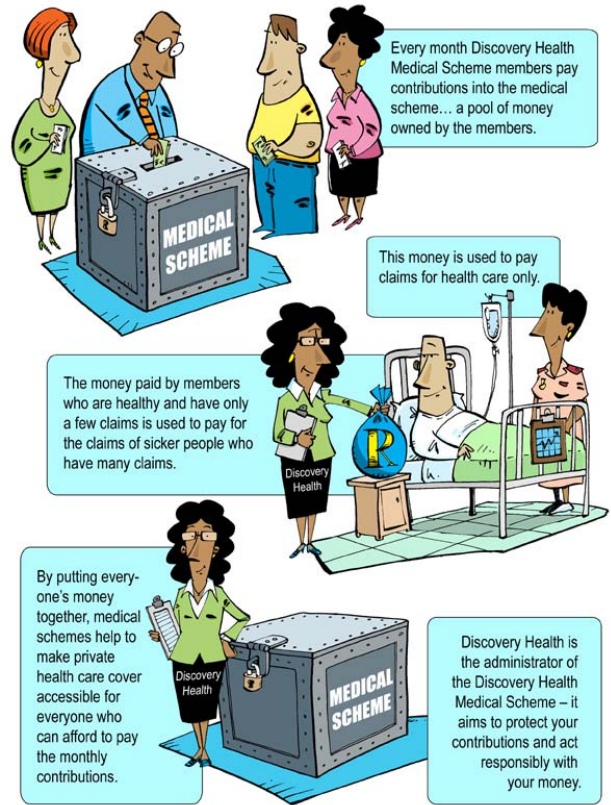
The programme shall be initiated in January 2012 (Budget est US\$2,000 / €1,500)

## Appendix 5 – Communication Examples



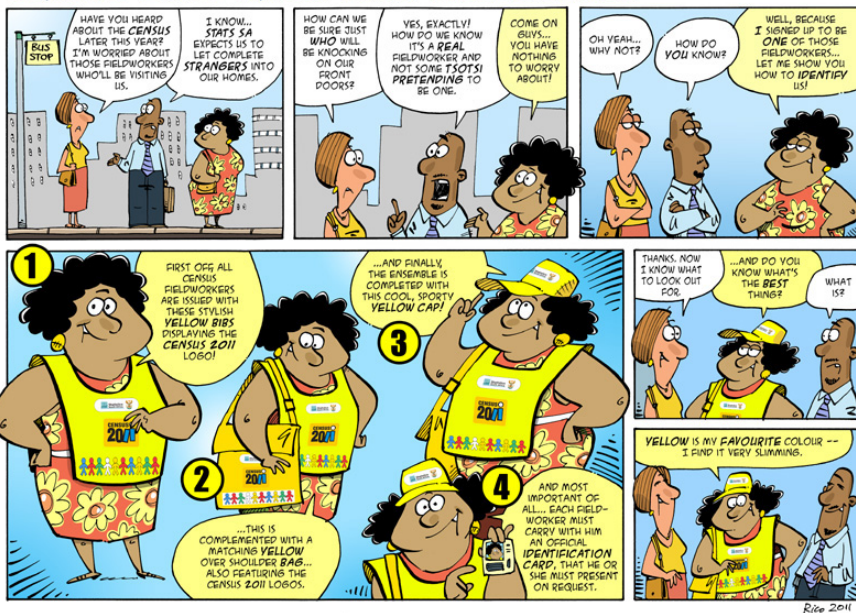
Above: Communicating key messages through strong visuals - E.g. Do's and Dont's in Protected Areas

## How medical schemes work



Above: An example of use of illustrations to show a complex process - this could be used to show how the 20% gets down to communities

## CENSUS 2011: KNOW YOUR FIELDWORKER



Left: Know your fieldworker – comics and cartoons engage and transfer key messages. E.g. Know your game ranger

**OUR VISION**  
To be a world renowned leader in the field of biodiversity conservation.

**E Z E M V E L O  
K Z N W I L D L I F E**  
Conservation, Partnerships & Ecotourism

**Improving the state of biodiversity in KZN for the benefit of people.**

**CORE VALUES**

**OUR MISSION**  
To ensure effective conservation and sustainable use of KwaZulu-Natal's biodiversity in collaboration with stakeholders for the benefit of present and future generations.

**Integrity**  
At all times we act morally, ethically and with honesty.

**Innovation**  
An adaptable organisation that embraces the culture of creativity and learning.

**Respect**  
We treat stakeholders with patience and politeness, and acknowledge and value their rights and those of the environment.

**Commitment**  
At all times we undertake our activities with passion, loyalty and dedication.

**Excellence**  
We are a progressive organisation applying best practices to achieve the highest quality and standards.

**Productivity**  
We undertake to produce results timeously, efficiently and effectively.

**Accountability**  
We involve stakeholders in our activities with a culture of openness. We are answerable for the outcome of our actions and activities.

**Team Work**  
We work together to achieve our vision through goals.

*Showing Vision, Mission and Values as well as a strong visual character and brand (developed for KZN Wildlife) - this exists in every office in the organisation*