



ALIANÇA



**Civil Society Coordination Mechanism
for Development of Nacala Corridor**

Inception Report

Project: Revision of ProSAVANA Master Plan

MCSC

10/28/2016

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I. INTRODUCTION

The emergence of the Civil Society Mechanism for the Agrarian Development of the Nacala Corridor, was motivated by the meeting of 11 and 12 January 2016 between Majol (a consulting firm in charge of finding the solutions of the previous disagreement around the ProSAVANA) and the Provincial Forums of Nampula, Zambezia, Niassa, and Alliance of Platforms.

The registration of CS Mechanism for the Nacala Corridor Development was held on 18 and 19 February 2016 in the city of Nampula, with participation of members of the Government represented by MASA, Civil Society Organizations, the Members of Mozambican Parliament, Private Sector, JICA and ABC, and has been legitimized with the signing of the Minutes by the main players in the process.

In order to make the mechanism known to the public, particularly in the provinces that are part of the Nacala corridor, for example Nampula, Niassa and Zambézia, meetings were held with the participation of various civil society organizations, which have shown full availability to collaborate with the Mechanism.

With the cooperation of JICA and MASA, the Mechanism has achieved one of the first concrete actions at the level of the three provinces, which was the Mapping of the Organizations working in agriculture, and that may support the process of community consultations for the Master Plan review.

One of the main problems identified and discussed at the level of the Mechanism was that the civil society organizations of Brazil and Japan had not accepted the approval of the Master Plan, having collaborated with some Mozambican civil society to this end, so there was a need to share with these partner organizations the new initiative which aimed to change the scenario, bringing a new approach to ProSAVANA. It was in this context that a multidisciplinary team consisting of the government, parliamentarians and civil society organizations visited Brazil, to present the perspective of the revision of the Master Plan, having shared the new approach of ProSAVANA in a good dialogue environment among the parties.

Through e-mail and other media, the Mechanism has also been explaining the new approach found in ProSAVANA to the Japanese civil society organizations, and this communication is continuous and will be improved.

II. WORK GOAL

Develop the revised Master Plan proposal (ProSAVANA), through collecting stakeholder's opinions, making suggestion or recommendation, and working together with MASA and JICA.

III. MAIN CONSULTANCY PRODUCTS

It's expected that this consultancy presents :

- a) Inception report - it is the present document. This includes a more detailed description of the purposes of consulting, methodology, the preliminary findings based on a reading and analysis of key and other relevant documents, including the positions of civil society, in favour of or against ProSAVANA;
- b) Field work report - represents the description of the consultations done with communities in the Nacala Corridor, academics and other actors, including a round table with critics and provincial conferences;
- c) Final Report - describes the process of consultations including the key issues raised and taken care of in the Master Plan;
- d) Revised Draft of ProSAVANA Master Plan - represents the latest version of the Plan, reviewed and legitimized by the Civil Society Mechanism. It is expected that this will be a consensus document at the level of civil society, farmers and other stakeholders (including the Government and JICA).

IV. METHODOLOGY

4.1. Produce a critical analysis of the Master Plan

A team of members nominated by the Mechanism will do a critical reading of the Master Plan draft and all other relevant documents.

The following constitutes the main documents, but not exclusive:

- Draft Master Plan (Last version)
- Letter made by Nampula Civil Society Platform
- Letters made by Mozambican civil society, Brazilian and Japanese publications and articles that express a position against and in favor of ProSAVANA
- Public policy documents in the country with a focus on the agricultural policies and rural development

Based on the findings resulting from the reading and detailed analysis of the above and other relevant documents as well as academic and researchers opinions that demonstrate interest in the matter, a simplified base document will be produced for use during community consultations. The document will consist of two parts: one is the summary of the current version of the master plan, and another with a preliminary survey of the key issues to be taken for debate.

For more details in methodology and activities, we recommend to see the operational plan in Annex 1.

4.2. Expert analysis and review of the Master Plan

A team of consultants or consulting firms, experts in matters of agricultural policy, rural development, strategic environmental and social assessment will be recruited in order to support a detailed review and its process of the Master Plan.

This team will work with the Mechanism (MCSC), the Ministry of Agriculture and Food Security (MASA) and Japan International Cooperation Agency (JICA) to ensure a proper review of the Master Plan. The team will monitor the whole process of community consultations, round table and provincial conferences where they can collect enough opinions for incorporation in the Master Plan draft. The team will also participate in the Nacala Corridor Conference. The team of consultants should support the review process of the Master Plan, negotiate for the consensus with the parties involved and present the revised version in the Nacala Corridor Conference.

4.3. Community Consultation

The team of the Mechanism will coordinate the consultations at the community level. Consultations will be held in the following places:

Table 1: Nampula – Places where community consultations will be held

Province of Nampula				
District	Administrative Post	Locality	Organization	Estimated people to be consulted
Nampula	Anchilo	Anchilo-Sede, Saa-Saa, Napuri,	Rede de Saude e Nutricao	100

		Namigonha, Namachilo	(Ophavela)	
Rapale	Namaita	Namaita-Sede	Rede de Saude e Nutricao (Ophavela)	100
	Rapale-Sede	Rapale-Sede, Caramaja- Napome, Tchiane		
	Mutivaze	Mutivaze		
Meconta	Meconta Sede	Meconta Sede	Rede de Genero (AENA)	200
	7 de Abril	Nacavala, Nipuro, Nagoma		
	Namialo	25 de Setembro, Namialo-Sede		
	Corrane	Corrane-Sede, Mecua, Japiri		
Muecate	Muecate-Sede	Muecate-Sede, Napala	Rede de Agua e Saneamento (AFDC)	100
	Imala	Gracio, Muariwa		
	Muculoune	Muculoune sede, Kavula		
Lalaua	Lalaua-Sede	Lalaua-Sede, Lúrio	Rede de ARN (KULIMA)	150
	Meti	Meti-Sede, Nioce, Naquessa		
Mecubúri	Milhana	Milhana-Sede, Malite	Rede de ARN (KULIMA)	150
	Muite	Ratane, Napai, Muite-Sede		
	Mecubúri-Sede	Nahipa, Mecubúri- Sede, Momane, Popué, Iscipe		
	Namina	Namina-Sede, Ratane		
Monapo	Monapo Sede	Monapo sede, Mucujua, Canacue, Nacololo	Rede de Governacao (ORAM)	150
	Ituculo	Murruto, Chihiri, Ituculo-Sede		
	Netia	Muapala, Netia Sede, Naculue		

Murrupula	Chinga	Nacololo, Namtotelane	Rede de Agua e Saneamento (AFDC)	150
	Murrupula Sede	Ratane, Marocane		
	Nihessiwe	Mulianjua, Namilasse		
	Cazuzu	Cazuzu 1, Cazuzu 2, Commua, Murrupa		
	Calipo	Tucua		
Mogovolas	Nanhupo Rio	Namachepa	Rede de Governacao (ORAM)	150
	Calipo	Cusse-Mugito		
	Iuluti	Nantira, Naholoco, Mputo		
	Nametil Sede	Mecupe		
Ribae	Iapala	Iapala Sede	Rede Midias (AGINA)	150
	Cunle	Nore		
	Ribae Sede	Chica, Vila de Ribáue, Namigonha		
Malema	Mutuali	Mutuali Sede, Chipaca	Rede de ARN (KULIMA)	100
	Chihulo	Chihulo		
	Malema-Sede	Muralelo, Nataleia, Nioce, Malema Sede		
Total: 11	35	81	6	1,500

Table 2: Zambézia – Places where community consultations will be held

Province of Zambezia				
District	Administrative Post	Locality	Organization	Estimated people to be consulted
Alto Molocue	Molocue-Sede	Molocue-Sede-Colo, Nimala, Ecole, Chapala, Nivava	RADEZA, UPC	200
	Nauela-Sede	Nauela-Sede, Mugema		
	Mugema	Mutala Sede, Malua, Novanana, Mohiua, Caiaia, Nacuaca		

Gurue	Gurue-Sede	Gurue-Sede, Murimo, Invinha, Muximua	ORAM, UPC	300
	Lioma	Lioma-Sede, Magige, Nintulo, Mualijane		
	Tetete	Tetete-Sede, Ruasse, Mahara Central, Mepuagiua-Sede, Mugaveia, Vehiua, Nikoropali-Sede, Nipive, Incize, Ruasse-Sede		
Totais: 2	6	31	4	500

Table 3: Niassa – Places where community consultations will be held

Province of Niassa				
District	Administrative Post	Locality	Organization	Estimated people to be consulted
Sanga	Lussimbeza	Lussimbeze, Cajamba, Luchimua, Nsauca, Bandezi, Licole	ORAM	200
	Macaloge	Macaloge, Cavago		
	Sanga Sede	Malulu, Bagarila, Unango		
	Matchedje	Matcheje 2º, Congesso		
Mandimba	Mandimba- Sede	Lissiete, Luelele, Meluluca, Nherere, Chanicá,	UPCN	150

		Ngame		
	Mitande	Mitande, Mississi, Congerenge, Carovira, Mazerema, Namicoio, Minicua		
Ngauma	Massangulo	Massangulo, Chitanda, Chamande	ROADS	100
	Intepela	lukucho, Cazembe, Lupalane, Chicua, Mazimbo		
	Ngauma	Ngauma, Carracole		
Chimbunila (including Lichinga)	Lione	Lione-sede, Cholue, Chala Namuanica, Mussa	UCA	100
	Chimbunila	Chimbunila-Se de, Cholhowe, Mapaco, Machomane		
Cuamba	Etatara	Etatara-Sede, Tetemane, Malapa	CCM	150
	Lurio	Lurio-Sede, Mitucue, Murrusso, Muitetere		
	Mepica	Mepica-Sede, Matuane, Micucue, Munhomar, Makhae,		

		Rimbane		
	Cuamba Sede	Maganga, Muanda, Asane		
Mecanhelas	Insaca	Chissaua, Insaca vila, Maleua, Muima	OKHAVIHANA	200
	Chiuta	Entre – Lagos, Manyunyu, Muhala, Nacalulu, Murrassai, Phuli, Nvava		
	Chamba	Mavissa, Mipanhira, Mayava, Nanguni, Sale, Iataria, Maolela		
	Carronga	Carronga Vila, Muxiri, Tobue		
Majune	Malanga	Malanga sede, Malila, Matucuta, Micuala	FOFEN	100
	Muaquia	Muaquia-sede, Pindurra, Revia Comercial		
	Nairobi	Nairobi-Sede, Nambilagem, Mapichiti, Namicoi		
Total: 7 (8)	22	93	7	1,000

Community consultations will be held at the level of localities. There will be concentrated the population coming from the villages/ localities. As indicated in the above tables 1, 2 and 3,

there will be covered 21 ProSAVANA districts, 205 towns and 63 administrative posts. It is expected to cover approximately 3,000 people.

The intention is to cover as many communities as possible with the following criteria:

- Defined ProSAVANA districts according to the Draft Master Plan
- The number or density of the population, especially peasant;
- Locations of potential conflicts
- Accessibility to the localities

A team of consultants and participating members of the Mechanism will make the simplified presentation of the Master Plan and the key issues for discussion. Communities will have the opportunity to add other points to be discussed. Once they reach the consensus on the points, begin a detailed discussion (point by point), seeking to listen to the concerns and when possible to clarify how this issue is or will be incorporated into the Master Plan. The mapping process report produced by the Agriculture and Natural Resources Network Nampula (RARN) will be used as a complementary reference to guide the community consultations.

Local governments, community leaders, religious leaders and influential people at the community level will also be included in consultations. In this case, individual interviews may be conducted.

In order to increase the scope / coverage of the consultation community radio stations in local languages will be used, to invite farmers and other stakeholders to the debate. As for the content to be passed on the radio, the team of consultants will provide simplified documents of ProSAVANA for consultation. It will create a space for stakeholders to submit suggestions and proposals for improvement. The radios will disseminate reports and press releases on the steps of the review of the ProSAVANA Master Plan.

Once consultations are held reports will be prepared for each district, trying to keep all the issues raised, discussed and suggested in each of the considered location.

4.4. Share and discussion of the Community Consultation report to the provincial level

Three Provincial Conferences will be held (one in each province) in order to discuss, enrich and compile all the issues raised in the communities. These conferences will involve all stakeholders: people and institutions interested in the process, focusing on those who have representation in the province, including farmers groups, government institutions, civil society, private sector, academics, research institutions, media, leaders of opinion, religious leaders, political parties, and others.

4.5. Consultation with academics, politicians, private sector and civil society

A round table will be organized at the central level in Maputo, the country capital, where are concentrated the main national institutions. Between 4-5 people will be invited to be part of a discussion panel. Panelists should represent different sectors of society: Academic, Political, Civil Society, and Media. The debate will be open to the public and advertised in major media outlets in advance. The event will also have coverage of the media to ensure the dissemination of the process.

4.6. The Nacala Corridor Conference

This conference aims to consolidate the process of consultation and review of the Master Plan. The conference will include the participation of representatives of MASA, JICA, MCSC, Provinces and Government at various levels, civil society, academics, media, researchers, representatives of the Nacala Corridor communities and all stakeholders in the process. The conference will take place in the city of Lichinga, Niassa capital within the Nacala Corridor.

V. CRITICAL ASPECTS: PRELIMINARY FINDINGS

Based on an analysis of positioning documents, the latest draft Master Plan available and the consultations made to some academics, the following can be seen even preliminarily:

a) Perceptions and different positions on ProSAVANA

The consultation process on the Zero version of ProSAVANA Master Plan was much criticized by civil society, and they accused the government for not interested in including the views of citizens. The position of the government, through MASA was clear and objective; everyone had the right to state opinion and was invited to participate. However, there was no consensus at the time, having emerged two segments of different civil society organizations: One organizations group decided to embark on a campaign "No to ProSAVANA" and the other advocates ProSAVANA.

From the list of organizations that were part of the campaign "No to ProSAVANA" two groups arose, those who continued with their radical position and those who decided to embark on a new campaign. The so called campaign "ASCUTE" (Alliance of Civil Society against the Usurpation of Land) decided not to fight against ProSAVANA but to have their focus against land grabbing.

b) The positions of civil society organizations of Mozambique and Japan

There is also a group of civil society organizations with radical positions against ProSAVANA, thus continuing the campaign “No to ProSAVANA”. These organizations have produced position papers and made some field visits for a supposed survey on ProSAVANA situation. This group also uses examples of land grabbing conflicts of Nacala corridor, attributing them to ProSAVANA.

There are also parts of Japanese Civil Society that have a different opinion regarding ProSAVANA, and they have been issuing unconfirmed information about the land conflicts and on the program.

The organizations against ProSAVANA have also accused the civil society organizations participating in the Mechanism, arguing that the Mechanism is not legitimate. But the Mechanism maintains its independence and dignity, and is guided by the satisfaction of the rights of peasants, seeking dialogue and effective communication as the best way forward for development.

c) The issue of land rights and fears of usurpation

The agro-ecological conditions and the potential mineral resources of the Nacala corridor have been desirable for the investors toward exploration of mineral resources and agribusiness. Land use rights issuing procedure have, in some cases, been poorly conducted, ending up in illegal concessions without an informed, free and voluntary consent as predicted in the current land legislation. These bad experiences, that are out of ProSAVANA, have been wrongly used as basis to attack the program as a means to formalize land grabbing in the Nacala Corridor.

d) Other critical aspects for analysis

Several aspects have been raised and can be checked in various documents produced by the civil society for and against ProSAVANA. These views will be analyzed in depth during the community consultations and assured to be contained in the revised Master Plan of ProSAVANA. We put here, in a preliminary way, some aspects, but not exclusive:

Table 4: Principal issues raised by civil society

Issues raised in the Open Letter	Approach to solve problem
Uncomprehensive consultation with the	Conduct a comprehensive consultation in all

community and stakeholders, and irregularities in the public consultation process	districts covered by ProSAVANA program, and conduct consultations to society in general (academic, political, religious, civil society, etc.).
Amount of land allocated to ProSAVANA: 14.5 million hectares of land in 19 districts	The target area of ProSAVANA is 107,000 km ² .
Quick impact projects	Explain that they are intended to derive concepts and practices that promote family farming through the involvement of local businesses. Consider the evaluation and dissemination of these results.
Insufficient and contradictory information	Provide clear and transparent information of the Master Plan review process through the mass media (radio, TV, websites, newspapers and social networks) and local authorities.
Serious and imminent threat for usurpation of land from peasants and forced removal from community areas that currently occupy	Clarify land possession and security issues for farmers. Evaluate the potential for transformation of small family sector farmers to associations and cooperatives.
The ProSAVANA is a tool for creating optimal conditions for entry into the country of transnational corporations, which will inevitably alienate the autonomy of peasant families and disrupt the peasant production systems	Discuss the program's direction, focus to farmers in the family sector of small and medium scale, and support for their transformation to food production for self-consumption and market.
How is it possible that the Brazilian government marginalize the Food Acquisition Program (PAA) of Mozambique, which we peasants support and encourage?	Check the Master Plan and align it with PAA, and clarify issues related to food security in the Nacala Corridor
We understand that the Japanese support should focus on family farming, being only able to produce adequate food in quantities necessary for the Mozambican population and to promote sustainable development	Confirm the program's approach to guide the small and medium family farmers sector, and explore the potential for creation of small and medium business sector, farmers' associations and cooperatives
Other aspects	Study the possibility of using the tools of Strategic Environmental and Social Assessment, and Environmental and Social Safeguards Mechanism as part of the Master

Additional questions can be still found in various documents issued by the Civil Society which are found below in the references.

VI. CONCLUSIONS AND RECOMMENDATIONS

According to the preliminary review of existing documents and preliminary consultations to the main actors of civil society, academics and researchers, the private sector, donors, state institutions and especially the peasants, the Civil Society Mechanism has reached the following conclusions and preliminary recommendations:

- There was a problem of communication with stakeholders in the design, implementation and monitoring of ProSAVANA. It is therefore recommended, starting with this process of consultation and review of the master plan to improve communication, seeking to share in a timely manner documents, making room for questioning and sharing ideas of all stakeholders: civil society (those that are for and against, and those who abstain), academics and researchers, the private sector, the government and state institutions, and especially the peasants;

- There are still two distinct groups - one in favor and the other not in favor of ProSAVANA. Communication is a problem between these two groups and between them and civil society in Japan and Brazil. There is a group of Mozambican organizations moving to the ground, making observations without contacting local organizations, concluding erroneously that there is land grabbing linked to ProSAVANA. While manifestations of land grabbing may have been observed in Nacala Corridor it is clear that these are not related to ProSAVANA. Studies, field observations and conclusions have to be done in a responsible way, and avoid misunderstanding about the information that is circulated on the process of development and the intention of ProSAVANA. Civil Society and other interested parties must be transparent and honest in order to guarantee and safeguard the rights and interests of peasants. We must strengthen the direct engagement by the Mechanism to the peasants, reaching the voice directly, rather than being passed by intermediaries;

- It is urgent and essential to improve communication among civil society groups, and when possible to reach consensus, because reading the positioning, it is clear that there is a common point among them: intended to ensure that the rights and interests of farmers are safeguarded;

• Although JICA, MASA and other stakeholders claim with certainty that ProSAVANA will not grab the lands of the peasants and their rights, the existing perception by various segments of society is that there is a risk of letting foreign companies come, grab the land and violate the rights of peasants. Therefore, it is important to create trust between the parties through dialogue, and demonstrate that appropriate legislation, attitude and behaviour will be translated into practices that respect those rights. The Master Plan should bring clearly the mechanisms and principles for responsible agricultural investment and how it will be monitored and guaranteed by the government and the civil society as well;

• There are many other issues raised by civil society that deserves careful analysis such as: It is assumed that ProSAVANA be an agribusiness development plan promoting investment in large-scale agriculture (The Mechanism found that this does not match the objectives of the Master Plan);

It is assumed that agribusiness can displace communities and reallocate them to other areas.

Although government officials claim that ProSAVANA does not have this purpose, the civil society has experiences that these practices occur. So one should take account of this risk and minimize it through appropriate mechanisms;

The civil society wants the Master Plan that clearly defines the approaches and activities that benefit small-scale farmers. In relation to food sovereignty the civil society has the perception that ProSAVANA introduces new cash crops in monoculture production scheme, thereby violating the rights of peasants. However, the Master Plan gives priority to crops and cultural practices that fit the ecological, social, economic and cultural conditions.

VII. ANNEXES

7.1. ANNEX 1: Operational Plan

Operational Plan

1. Introduction

The Operational Plan is the result coming from an agreement between the SoldMoz ADS on behalf of MCSC and JICA Mozambique, which is provided for the revision of the Master Plan to accommodate the interests of communities and organizations of civil society that complained about the non-inclusion of these in the discussion and elaboration of the Zero Master Plan.

It is also a result of discussion of the organizations involved in the Mechanism to clarify the steps to be followed for the review process and give coherence of activities with time, place and responsibility of each member in order to ensure their effective implementation.

According to the proposal approved in the technical proposal it ensures the process of discussion and harmonization of implementation strategies that should be made by the tenderer with JICA and MASA.

2. Approach to Review the Master Plan

Consisting of :

1. Preparation of simplified document including the strategic lines of the Master Plan;
2. Current survey of the critical aspects for reflection at the level of communities and other stakeholders;
3. Consultations with all stakeholders;
4. Provincial Conference and the National Conference in the Nacala Corridor;
5. Review of the Master Plan

3. Methodology to be used

3.1 Produce a critical analysis of the Master Plan

- ✓ Make a critical reading of the Draft Master Plan and mapping report;
- ✓ Analyze the letter drafted by civil society of Mozambique, Brazil and Japan and other publications of different actors, including publications of the media and other analysts of the matter;
- ✓ Check the framework of the Master Plan on public policies, focusing on the agriculture and rural development;
- ✓ Produce simplified base document for use in community consultations. The document must have the summary of the Master Plan and the preliminary survey of the key issues to be taken for debate.

3.2 Expert analysis and review of the Master Plan

A team of consultants or experts in matters of agricultural policies, rural development, environmental assessment and social strategy will be recruited in order to conduct a detailed review and support the review process of the Master Plan. This team will work with MCSC, MASA and JICA to ensure a proper review of the Master Plan. The team will monitor the whole process of community consultations, the round table and the provincial conferences

where they can get enough opinions to embody in the draft of the Master Plan.

Also will participate in the Nacala Corridor Conference. The team should support the review process of the Master Plan, negotiate for consensus with the parties involved and present the revised version in the Nacala Corridor Conference.

3.3 Community Consultation

- ✓ Use the simplified document produced in the previous phase;
- ✓ Debate and discuss about the document, crop suggestions and opinions to improve the Master Plan. Consider the possibility of including additional issues that deserve debate or constituting concern for local communities and civil society organizations;
- ✓ Perform meetings with farmers, local governments, farmers groups, community leaders, religious leaders and influential persons to ProSAVANA in 21 districts, 205 towns, 63 Administrative Posts, selected based on population density, potential conflicts and accessibility covering 3000 people. The mapping report produced by RARN will be used as a complementary reference to guide the community consultations;
- ✓ Use community radio stations in local language to invite peasants and others interested for more coverage (the content will be the summary of ProSAVANA and key issues, so that the interested parties can submit suggestions and proposals for improvement); also the radios will disseminate reports and press releases on the steps of the review of the ProSAVANA Master Plan.
- ✓ Produce community consultation reports. Reports will be aggregated by district, trying to keep all the issues raised, discussed and suggested in each location considered.

3.4 Share and discuss reports of Community Consultations to the provincial level

Three provincial conferences will be held (one in each province) in order to discuss, enrich and compile all the issues raised in the communities. These conferences will involve all stakeholders, people and institutions interested in the process, focusing on those who have representation in the province, including farmers groups, government institutions, civil society, private sector, academia, research institutions, media, leaders of opinion, religious leaders, political parties and other stakeholders.

3.5 Consultation with Academics Politicians, Private Sector and Civil Society

A round table will be organized at the central level in Maputo, the capital, where are concentrated the main national institutions. 4-5 guests will be invited to be part of a panel

discussion. Panelists should represent different sectors of society: Academic, Political, Civil Society and Media. The debate will be open to the public and advertised in major media outlets in advance. The event will also have coverage of the media, to ensure the dissemination of the process.

3.6 Nacala Corridor Conference

This conference aims to consolidate the process of consultation and review the Master Plan. The conference will include the participation of representatives of MASA, JICA, MCSC, the Government at various levels, civil society, academia, media, researchers, representatives of the Nacala Corridor communities and all stakeholders in the process. The conference will take place in a city of Nacala Corridor (Lichinga).

Here attached the table of activities.

	Activities, Sub-Activities	Deadline	Responsible
Inception Report	Draft Inception Report	28.10.2016	
Simplified document for use in Community Consultations	Systematize strategic lines of the current Master Plan and survey critical aspects from different actors	23.11.2016	
	Send simplified document for use in Community Consultations and community radios	28.11-02.12.2016	
ToR for hiring consultants	Elaborate the ToR	23.11.2016	
Tender Launching	Produce newspaper announcement	25.11.2016	
Hiring Consultants	Select and hire consultants	12.12.2016	
Reports of consultations with communities and academics	Constitute groups for consultations	25.11.2016	
	Train focal points in	29.11.2016	

	Nampula	
	Train groups of community consultations in each Province	01-02.12.2016
	Conduct community consultations	09-26.01.2017
	Round table meeting with academics, CSOs, private sector and other actors	16.12.2016
	Develop reports for consultation of communities and round table	15.02.2017
Drafting the Master Plan with input from communities	Review the Master Plan incorporating inputs of communities	17.02.2017
Report of the provincial conferences and drafting the Master Plan with provincial and national level inputs	Perform Provincial Conference in Nampula, Niassa and Zambézia	24.02.2017
	Develop reports with provincial and national level inputs	03.03.2017
	Review the Master Plan with the provincial and national level inputs	20.03.2017
Final Report and Master Plan Revised	Hold the conference of the Nacala Corridor and present the Master Plan reviewed by the Mechanism	05.04.2017
	Prepare the final report of the Master Plan revision process	21.04.2017

7.2. ANNEX 2: REFERENCES

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