

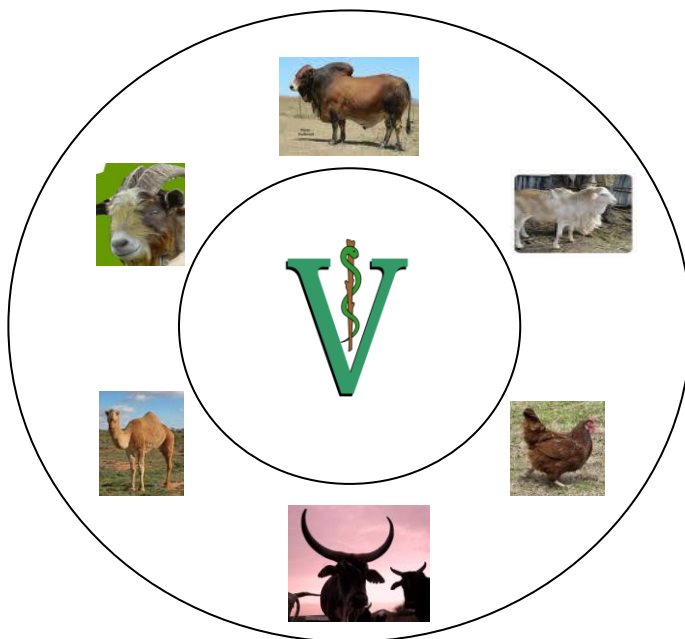


EUROPEAN UNION



Technical Assistance to Support implementation of the Project

“Improving and Integrating Animal Health Services in the Livestock Value Chain through Public Private Dialogue in Ethiopia”



**Final Report on Communication Strategy
From 3 – 28 January 2013**

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This report was prepared at the request and with the financial support of the European Union. The views expressed are those of the Consultants and do not necessarily reflect those of the Government of Ethiopia or the European Union

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1. EXECUTIVE SUMMARY

This report outlines the overall progress and results achieved in the development of a communication strategy.

Such a plan should equally satisfy the various needs and expectations of the APHRD (Animal and Plant Health Regulatory Directorate) and EVA (Ethiopian Veterinary Association), the stakeholders involved and the final beneficiaries.

It is important to stress the fact that organizing a communication process is a complex activity that requires time, intellectual energy and remarkable economic resources.

This is the main reason why the consultant, having a timing of only 20 working days, in full agreement with the Communication STE and Dr. Bewket (APHRD Director) has had to make some strategic choices on priorities so as to tailor a program that had to consider:

- The analysis of the information collected;
- Priority needs and expectations of the APHRD Department, EVA and of the Project itself;
- Needs and expectations of final users to whom the messages are addressed;

As a result of the meeting held with the Team Leader of the project and Dr. Bewket, (APHRD Director) and TLI, the TOR's related to the international communication expert had been modified.

Given that for all communication plan information are essential and the time available (20 working days) is really not much, it was agreed that the communication plan should have the two following issues:

1. Animal Health service delivery – Regulation of Para-professionals (professional / paraprofessional relationships).
2. Regulation of the distribution, sale and use of prescription only medicines (and vaccines).

It was agreed that the strategic communication plan should have the following objectives:

- To inform professional and paraprofessional and stakeholders about the new rules that are in the way to be defined; and accurately inform regarding certification procedures, and good hygiene practices.
- Stimulate the role of the private sector EVA;
- Promote the establishment of a Veterinary Statutory Body;
- To provide the pastoralists with full information about the new rules, to raise awareness of the importance of quality assurance.

1.1. APPROACH AND METHODOLOGY

This communication strategy (in agreement with the TL) has been written based around the above objectives and by taking advantage of the fact that the National Consultant in Communication Mr. Berhanu Muluneh would continue its contract for three months more.

For this reason the methodologies outlined in this report have two practical purposes:

- It is a guide that could be as an example for the national communication expert, Mr. Berhanu, to set up and develop an effective communication campaigns and information on other subjects involving the AHPRD Department;
- It is a communication plan that identifies primary stakeholder's audiences, their perceptions, the core messages and basic set of communication tools for each audiences based on the two following issues and objectives mentioned above.

In order to reach the above-mentioned objectives and meet all urgent AHPRD and EVA needs, the consultant, under the supervision of The TL Dr, John Woodford and with the support of Dr Darsema, Mr. Peter Moorhouse and with the cooperation of Mr, Berhanu Muluneh , National Communication Expert, worked on three main levels contemporaneously, i.e.:

A FIRST LEARNING LEVEL:

- **Data Collection:** gathering and analysis of reports, documentation, web site and all relevant information, in order to identify and define the issues and potentialities of the communication plan development;
- **Meetings with resource people** in Addis Ababa and in - Afar Region (from 20/24 January 2013) aiming at understanding perceptions, behaviors, needs and at collecting suggestions and opinions. For the list of resource people meet and for the Afar Mission please referred to the detailed report written by the national consultant.

A SECOND PRACTICAL LEVEL:

- detection of communication objectives and brainstorming activities to creatively meet priority needs , primary target groups, perceptions, behaviors;
The questionnaire used is in Inception Report.
- Prioritizing target groups;

A THIRD EXECUTIVE LEVEL:

- Planning the communication strategy:
- Audience segmentation, desired target, behaviors, core messages and tools.

The communication Matrix (**Annex 7.5**) identifies current and desired perceptions/behaviors, core messages, communication products and channels for each separate audience.

1.2. IMPLEMENTATION

Findings

The first learning phase provided the consultant with a vision of the most important problems related to communication. The following issues are crucial:

- Most of the communication objectives, still have to be finalized and therefore there is little information about them;
- All communication objectives selected are still under studies or have yet to be turned into law and approved by parliament. It is the case, for example, of the Veterinary Statutory Board;
- Some of this meetings have revealed that there are lack information about privatization of routine animal service delivery;
- These communication objectives above reported will completely change the current mode of operation and behavior but will also change the messages that will be selected and elaborated depending on the problems that these new laws "*Veterinary Statutory Board*"- "*Animal Health Service Delivery*", "*Regulation of the distribution, sale and use of prescription only medicines (and vaccines)*". will have to face;
- The policy Makers and parliament members are not aware of the importance of the Veterinary Statutory Board;
- Target group are not clearly defined; a more detailed analysis of their needs and perceptions are required;
- The actual web site of the Ministry of Agriculture, where the project "*Improving and Integrating Animal Health Services in the Livestock Value Chain through Public Private Dialogue in Ethiopia*" needs to be reorganized and made more user-friendly;
- The insufficiency of personnel working on communication within the project. Currently only the national communication consultant is working on increasing the communication plan but only for three months. The need to have a staff must be taken into consideration. Only one person may not be sufficient to coordinate and process all of the various activities rotating around and the launch of a campaign;
- The media (TV / radio and NEWS papers) and the extension department could play a crucial role in all issues related to the launch of information campaign. For this reason we have had a meeting with the Director of the External & Media Relation and Mr. Tadesse, Extension directorate to MOA. Two meetings very important for the launch of awareness campaigns and the dissemination of messages. The Department of External Relations in fact bought spaces both on television and on the radio. It said he was available to fill the

spaces with programs and messages proposed by the communication plan. The Department extension that has a widespread coverage of all the national territory is willing to spread the messages;

- The existing information papers, published by EVA, aims to educate people. By contrast, inside EVA there is CAHNET (Community Animal Health Network), a department created for sharing knowledge, safeguarding livestock, Improving lives and livelihoods. CAHNET is in close contact with livestock keepers in the field. This Department use organize field lessons by using different media tools.
- Pastoralists who were interviewed expressed some concern regarding the animal health service delivery- many organization involved, promises made but rarely kept. However they informed that they are willing to pay for services if only the services were accessible to them;
- The pastoralists don't use to see television (they don't have) in Afar Region. They use radio overall for the news. Especially in Afar they use to listen (in Afar language) FANA Radio (the most popular), Radio Ethiopia and also Radio Djibouti but, as said, only the news.
- The Community Animal Health Workers (CAWs) use to disseminate information through a traditional system named "Dagu" They use, also, to disseminate information through important people as Religious Priest or during some popular religious ceremonies.
- There are mixed levels of awareness regarding the use of Vaccination as a preventative measure- some few pastoralists seemed well informed, but the large part of them don't know the difference between prevention and cure;
- There are mixed levels of awareness regarding the use of Vaccination as a preventative measure- some few pastoralists seemed well informed, but the large part of them don't know the difference between prevention and cure;
- All pastoralists admitted that they often purchase medicines and treat their animals themselves. They said that the veterinary clinic is too far and in any case the medicines were often not available.
- All the pastoralists contacted in Afar Region said they did not attend any training/ education on animal health at the Pastoralist Training Center (PTC) or provided by the CAWs; they also said they were not are not getting any information from any source about animal health.
- For more detailed information about the mission in Afar Region refer to the report written by The national communication expert Mr. Berhanu Muluneh.

1.3. DESIGNING THE COMMUNICATION STRATEGY

QUESTIONNAIRE AND MATRIX

The questionnaire and the Matrix have to be considered strategic tools to design the communication strategy:

The questionnaire conceived with the aim to involve the main actors in a decision-making process aim at the creation of a strategy based upon all their needs and expectations communication.

To ensure that the Strategy become relevant for all the actors we have prepared a questionnaire aimed at:

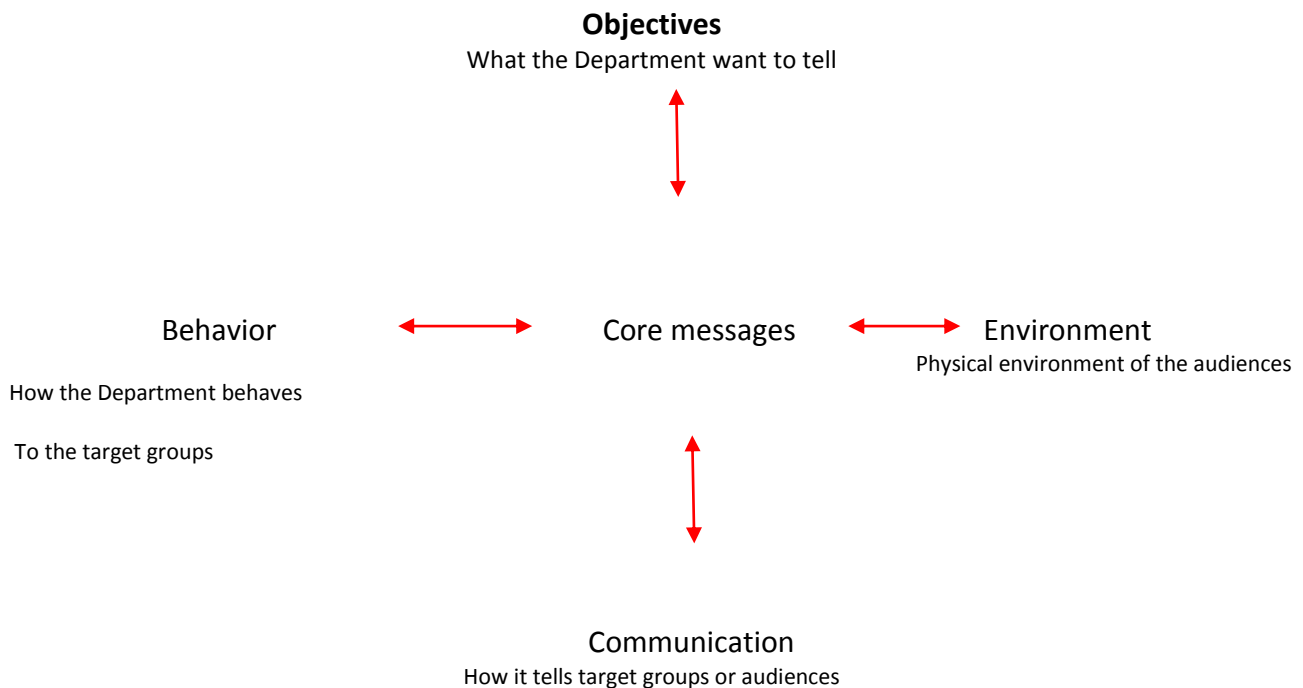
- Finding answers about needs and expectations in the field of communication;
- Developing communication methods and tools adapted to take into account the knowledge and the culture of regional organizations.
- The questionnaire focused on:
 - Define the objectives of the communication Strategy;
 - Detect the main target groups, recipient of the communication strategy;
 - Detect the Key messages for each specific target groups, according to geographic areas;
 - Differentiate messages according to their importance and their key target group.

Given the short time available, the questionnaire during this mission has served as a guide for formulating questions to interviewees in order to have all the answers needed to formulate strategy.

But the national consultant could also use it with other types of audiences through workshops or brainstorming.

The Matrix is a tool that allows combining all the elements needed to outline a communication strategy and outline perceptions/behaviors, communication products and channels for each separate audience. Keeping in mind those different audiences got different treatment at different time.

THE FOUR VECTORS OF COMMUNICATION TANGIBILITY IN SHORT:



1.4. WORKING ON THE STRATEGY AND COMMUNICATION TOOLS

In view of the above findings, the consultant, when developing the communication strategy, focused her attention on four crucial parameters:

- Make the objectives of the communication more visible and understandable on a wider territory and to a wider audience;
- Reset communication objectives according to the finding outlined above;
- Look for new languages and different forms of expressions tailored for a territory as peculiar as that of Ethiopia, so as to reach as many stakeholders as possible, no matter what their cultural or social positions;
- Choice of a basic set of communication tools that could be used for each specific target audiences (and that can easily be adapted or expanded as needs arise);
- Develop core messages, keeping in mind, that different audiences got different treatment that could be used for various communication tools.

AUDIENCES, PERCEPTION AND MESSAGES, COMMUNICATION TOOLS AND CHANNELS

With the overall communication objectives in mind, the feedback from meetings with resources people in Addis Ababa and in Afar Region and analysis of project documentation, we developed a

matrix segmenting priority audiences, current and desired perceptions, attitudes and behaviors, possible (implicit and explicit) messages; and communication products and channels (Annex 5). Please refer to sections of this report.

Those Sections concern the audiences, perceptions and messages and explore different options regarding communication products and channels.

1.5. RECOMMENDATIONS

What follows is a short summary. Please refer to section 2.10 of this report for the complete list of recommendations.

These findings showed us that:

- to raise attention in a country as big as Ethiopia we need to know the territory as much as the communication strategies that you want to apply to it;
- It also means that young and creative forces of the country are to be involved in order to interpret the messages we want to convey;
- It would also be advisable to use other communication languages, such as for instance the Theatre or drama Theatre is very much appreciated by all Ethiopian social classes. The majority of Tourism commission in the country has their own theatre company, and drama could be organized with their help;
- It would be also advisable that the communication national expert could visit other regions with different cultural characteristics from those of 'Afar. Just to get a more complete picture of the needs and behaviors in order to design specific media tools;
- Funding and human resources will be required to put this communication strategy into practice and to prepare and distribute the media materials.



2. FINAL REPORT

2.1. INTRODUCTION

The general objective of this project is to assist the national counterpart to establish a methodology in communication which will be used to develop and improve the communication policy as and when more stakeholders' information needs are identified.

The project, which was developed in 20 working days (four of which for travels) started and ended in January 2013.

Given that for all communication plan information are essential and the time available (20 working days) is really not much, it was agreed that the communication plan should have the two following issues:

1. Animal Health service delivery – Regulation of Para-professionals (professional / paraprofessional relationships).
2. Regulation of the distribution, sale and use of prescription only medicines (and vaccines).

It was agreed that the strategic communication plan should have the following objectives:

- To inform professional and paraprofessional and stakeholders about the new rules that are in the way to be defined; and accurately inform regarding certification procedures, and good hygiene practices.
- Stimulate the role of the private sector EVA;
- Promote the establishment of a Veterinary Statutory Body;
- To provide the pastoralists with full information about the new rules, to raise awareness of the importance of quality assurance.

The work was carried in full agreement with Dr. Bewket, (APHRD Director) and under the general supervision of the TL Dr. John Woodford and with the support of Dr Darsema, Mr. Peter Moorhouse and with the cooperation of Mr, Berhanu Muluneh National Communication Expert.

2.2. APPROACH TO THE STRATEGY

This communication strategy (in agreement with the TL) has been written based around the above objectives and by taking advantage of the fact that the National Consultant in Communication Mr. Berhanu Muluneh would continue its contract for three months more.

For this reason the methodologies outlined in this report have two practical purposes:

- It is a guide that could be as an example for the national communication expert, Mr. Berhanu, to set up and develop an effective communication campaigns and information on other subjects involving the AHPRD Department;
- It is a communication plan that identifies primary stakeholder's audiences, their perceptions, the core messages and basic set of communication tools for each audiences based on the two following issues and objectives mentioned above.
- In order to meet the aim of the mission, the consultant, with the cooperation of the national communication expert, Mr. Berhanu Muluneh, had to conduct a general survey on the AHPRD and EVA, which entailed: analyzing documents and objectives, detecting its main target groups, identifying recipients of the communication strategy, defining problems and potential and setting the strategic approach and the primary issues to focus on.

2.3. THE METHODOLOGY

The development of a communication strategy is a complex process articulated in 6 major phases each of which is composed of various under- phases as illustrated in the following figure:

➤ Learning Phase

Collection and analysis of the information;

Review of existing communication materials;

➤ Identification Phase

Checking the perceptions;

Setting the objectives;

Prioritizing Audiences;

Developing Key Message;

➤ Exploratory phase

Evaluation of strategic hypotheses

➤ **Creative Phase**

Evaluation of creative ideas

Formulation of a media plan

➤ **Executive Phase**

Elaboration of the media plan

Time estimate

Budget estimate

Choice of Channels

➤ **Final Phase**

Evaluation of results

2.4. LEARNING PHASE

Any kind of project needs to start from an in-depth analysis of all useful information, in order to identify properly the problem(s) that, in our case can be solved through communication activities.

Given the above, the consultant, had identified and carried out the following activities:

- **Meetings with resource people**, aiming at understanding perceptions and at collecting suggestions and opinions. Main elements of discussion included:
 - Needs and priorities and expectation in the field of communication to setting the objectives;
 - Identification of key target group and consequent ranking to their importance and influence relative to the communication objectives/activities;
 - The final beneficiaries' perceptions of EVA and APHRD
 - The kind of media to involve in order to help the Department to raise awareness among the key target groups;
 - The objectives to achieve and the strategies to be followed to reach such objectives.
- **Data Collection**: gathering and analysis of reports, documentation, web site and all relevant information, in order to identify and define the issues and potentialities of the communication plan development.

2.5. IDENTIFICATION PHASE & FINDINGS

The first learning phase provided the consultant with a vision of the most important problems related to communication.

- Most of the communication objectives, still have to be finalized and therefore there is little information about them;
- All communication objectives selected are still under studies or have yet to be turned into law and approved by parliament. It is the case, for example, of the Veterinary Statutory Board;
- Some of this meetings have revealed that there are lack information about privatization of routine animal service delivery;
- These communication objectives above reported will completely change the current mode of operation and behavior but will also change the messages that will be selected and elaborated depending on the problems that these new laws “Veterinary Statutory Board”- “Animal Health Service Delivery”, “Regulation of the distribution, sale and use of prescription only medicines (and vaccines)”. will have to face;
- The policy Makers and parliament members are not aware of the importance of the Veterinary Statutory Board;
- Target group are not clearly defined; a more detailed analysis of their needs and perceptions are required;
- The actual web site of the Ministry of Agriculture, where the project “ Improving and Integrating Animal Health Services in the Livestock Value Chain through Public Private Dialogue in Ethiopia” needs to be reorganized and made more user-friendly;
- The insufficiency of personnel working on communication within the project. Currently only the national communication consultant is working on increasing the communication plan but only for three months. The need to have a staff must be taken into consideration. Only one person may not be sufficient to coordinate and process all of the various activities rotating around and the launch of a campaign;
- The media (TV / radio and NEWS papers) and the Extension Department (inside the Ministry of Agriculture) could play a crucial role in all issues related to the launch of information campaign. For this reason we have had a meeting with the Director of the External & Media Relation and Mr. Tadesse, Extension Department to MOA. Two meetings very important for the launch of awareness campaigns and the dissemination of messages. The Department of External Relations in fact has reserved spaces on the National Television and Radio. It said he was available to fill the spaces with programs and messages proposed and produced by our communication staff.

The Department Extension that has a widespread coverage of all the national territory is willing to spread the messages;

- The existing information papers, published by EVA, aims to educate people. By contrast, inside EVA there is CAHNET (Community Animal Health Network), created for sharing knowledge, safeguarding livestock, Improving lives and livelihoods. CAHNET (Community Animal Health Network) is in close contact with livestock keepers in the field. This Network uses to organize field lessons by using different media tools.
- Pastoralists who were interviewed expressed some concern regarding the animal health service delivery- many organization involved, promises made but rarely kept. However they informed that they are willing to pay for services if only the services were accessible to them;
- The pastoralists don't use to see television (they don't have) in Afar Region. They use radio overall for the news. Especially in Afar they use to listen (in Afar language) FANA Radio (the most popular), Radio Ethiopia and also Radio Gibuti but, as said, only the news.
- The Community Animal Health Workers (CAWs) use to disseminate information through a traditional system named "Dagu" They use, also, to disseminate information thought important people as Religious Priest or during some popular religious ceremonies.
- There are mixed levels of awareness regarding the use of Vaccination as a preventative measure- some few pastoralists seemed well informed, but the large part of them don't know the difference between prevention and cure;
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- All pastoralists admitted that they often purchase medicines and treat their animals themselves. They said that the veterinary clinic is too far and in any case the medicines were often not available.
- All the pastoralists contacted in Afar Region said they did not attend any training/ education on animal health at the Pastoralist Training Center (PTC) or provided by the CAWs; they also said they were not are not getting any information from any source about animal health.
- For more detailed information about the mission in Afar Region refer to the report written by the national communication expert Mr. Berhanu Muluneh.

2.6. DESIGNING THE COMMUNICATION STRATEGY

With the overall communication objectives in mind, the feedback from meetings with resources people in Addis Ababa and in Afar Region and analysis of project documentation, we developed a **matrix** segmenting priority audiences, current and desired perceptions, attitudes and behaviors, possible (implicit and explicit) messages and communication products and channels (Annex 1).

This Section concerns the audiences, perceptions and messages; the next Section will explore different options regarding communication products and channels.

2.7. TARGET AUDIENCES

The target audiences have been defined as follows:

- a) Policy makers
- b) Members of parliament
- c) Relevant Vet service policy/regulatory agencies at all levels
- d) Veterinarians & their network or association;
- e) Para- veterinarians and their networks or associations;
- f) Veterinarians Universities
- g) Vet drug traders (importers, distributors, pharmacists
- h) Agricultural extension agents
- i) Community animal health workers
- j) Ethiopian livestock traders association
- k) Donors and NGOs working with livestock keepers-farmers, pastoralists
- l) Media -Radio/TV/ Newspapers/ journalists
- m) Livestock Keepers, farmers, pastoralists and semi- pastoralists
- n) Pastoralists children

2.8. CURRENT PERCEPTIONS

The **Current Perceptions** among and between these stakeholder groups differ. The perceptions can be categorized as follows

- **Unawareness:** stakeholders are not aware about the importance of the Veterinary Statutory Board;
- **Skepticism:** stakeholders doubt the relevance of Regulation of the distribution, sale and use of prescription only medicines and vaccines and that the coverage will be significantly increased and services will be accessible by the vast majority of livestock.

2.8.1. DESIRED PERCEPTIONS ARE THAT TARGET AUDIENCES BE AWARE OF:

- that the application of the new statute will encourage the opening of new international markets for the export of livestock's;

- they are aware about the importance of the veterinary Statutory Board (VSB) for social and economic development;
- they are aware that the veterinary clinical services provided to livestock producers should improve after privatization;

2.8.2. CORE MESSAGES

All messages should make the target audiences aware of:

- a) The importance of the VSB for social and economic development ;
- b) The VSB added value, is active and delivers concrete services for animal health's;
- c) Ethiopia with the establishment of Veterinary Statutory Board VSB will ensure professionalism and protect the public from over-charging and malpractice. Veterinary service providers will be regulated and the public protected.

In alignment with these we can distinguish two types of messages:

- a) The more 'promotional' (general) messages that explain, in a clear way, amongst others, the aims, activities and results of the VSB
- b) The content-focused or advocacy messages that concern the importance of the VSB for the livestock & human health. These messages may vary from year to year.

The (implicit) promotional messages vary per target audience (refer to the matrix in Annex 1) but the main messages are:

- VSB give importance to ensure the quality of the delivery of animal health services to livestock keepers and to ensure the correct use of medicines and vaccines, by ensuring that para-professionals are correctly supervised;
- Ethiopia with the establishment of Veterinary Statutory Board (VSB) will ensure professionalism and protect the public from over-charging and malpractice. Veterinary service providers will be regulated and the public protected;
- The VSB added value, is active and delivers concrete services for animal health's;
- Prevention not only benefits poverty reduction and economic development, but also saves livestock's and contributes to generate more incomes for pastoralists;
- The VSB will ensure professionalism and protect the pastoralist from over-charging and malpractice;
- The Regulation of the distribution, sale and use of prescription only medicines and vaccines will prevent the misuse of the products by people who do not understand the importance of correct dosage and the need to respect « withdrawal periods ».

An overview of audience segmentation, desired target behaviors, messages and tools in a matrix is provided in **Annex 7.1**

N.B. These are just a few examples of messages. It is important that they are reformulated into easy-to-understand texts with clear examples and attractive photographs.

2.9. COMMUNICATION PRODUCTS AND CHANNELS

This section proposes communication products that will help reach the desired situation

In order to get to the desired situation, the APHRD Department, EVA and the Project itself needs to improve its communication and information and maintain regular contact with its primary stakeholders by making use of different communication products and channels.

2.9.1. SELECTION OF COMMUNICATION PRODUCTS

As mentioned before, this plan aims to identify straightforward ways how the APHRD could improve communication with its stakeholders. There are many communication tools and products that we can choose from, ranging from complicated multi-media presentations to posters and press releases. Our advice, however, is to start small and be practical.

In this regard it should be remembered that until now no budget has been allocated to develop and implement a communication strategy through the development of media tools and to launch awareness-raising campaigns

Once the above communication products have been finalized, the following products can be developed:

- **Leaflet**, describing VBS challenges and activities.
- **PowerPoint presentation** (audio-visual), which can be used when presenting the Statutory Board and the regulation of the distribution, sale and use of prescription only medicines and vaccines during meetings and can be adapted to suit the needs of the users.
- **DVD or CD-ROM** containing all important messages. Communication products.
- **Drama** should be created in each region and played during the market days in the villages or little towns(refer to annex 7.1)
- **An educational kit for pastoralists children** should be create to arise awareness
The kit should be formed by:
 - A notebook in cartoon style accompanied by researches, observations and games that combine the pleasure of learning to that of acting.
 - A Manual for teachers or trainers.

Please refer to the matrix in annex 7.1 for more detailed information.

2.10. RECCOMENDATIONS

- To raise attention in a country as big as Ethiopia we need to know the territory as much as the communication strategies that you want to apply to it;
- It also means that young and creative forces of the country are to be involved in order to interpret the messages we want to convey;
- It would also be advisable to use other communication languages, such as for instance the Theatre or drama. Theatre is very much appreciated by all Ethiopian social classes. The majority of Tourism and Cultural commission in the country have their own theatre company, and drama could be organized with their help;
- It would be also advisable that the communication national expert could visit other regions with different cultural characteristics from those of 'Afar. just to get a more complete picture of the needs and behaviors in order to design specific media tools;
- Funding and human resources will be required to put this communication strategy into practice and to prepare and distribute the media materials.
- Ensure proper attention and resources, communication activities should be an integral part of the (multi-)annual work plans and budgets. Evaluate annually the need for updates or additional products.
- Opt for relatively easy-to-develop communication products that could be used for multiple target audiences. Start as soon as possible with the development of some basic materials on paper and in electronic format (PDF).
- Make the basic materials available, in easy-to-understand language with photographs and a professional-looking lay-out. Keep the text short and to the point and where relevant, use web pages to give additional information. Where possible, produce materials both in paper and electronic (PDF) form for easy distribution.
- Define clear lines of responsibility for the overall coordination of the development of the communication.
- Make use of a writer/editor/communications consultant to develop the materials.
- Develop a clear plan of action (work plan) for each separate communication product, including deadlines and people involved.
- Arrange a dialogue between APHRD Department and EVA to explore ways in which the EVA can support APHRD communication work allocating human resources for this purpose.

3. ANNEX 1

MATRIX FIRST DRAFT
Addis Ababa 26/ 28 January 2013-01-28
By Elda Sortino
International Communication Consultant

Planning the communication strategy: Audience segmentation, desired target behaviours, messages and tools¹

The matrix below forms the basis for the communications plan, which aims to identify straightforward and quick-win ways to improve communication with the stakeholders with the aims to influence their existing attitudes and perceptions.

The objectives of the communications plan are:

- To inform professional and paraprofessional and stakeholders about the new rules that are in the way to be defined; and accurately inform regarding certification procedures, and good hygiene practices.
- Stimulate the role of the private sector EVA;
- Promote the establishment of a Veterinary Statutory Body;
- To influence existing attitudes and perceptions of relevant stakeholders;
- To provide the pastoralists with full information about the new rules, to raise awareness of the importance of quality assurance;

¹ Matrix is based on elements of initial feedback from meetings with resource people in Addis Abeba and on the fields (from Sunday 20 January to 24 January) and analysis of selected project documents.

Different audiences got different treatment at different times

Primary Target Audiences	Current perceptions/ attitudes/ behaviours	Desired target perceptions/ attitudes/ behaviours	Messages (implicit or explicit)	Communication tools (products) (in Amharic)	(Distribution) Channels
1. Policy makers 2. Members of parliaments 3. Relevant Vet service policy/regulatory agencies at all levels 4. Veterinarians & their network or association; 5. Para-veterinarians and their networks or associations; 6. Veterinarians Universities 7. Vet drug traders (importers, distributors, pharmacists 8. Agricultural extension agents 9. <u>Community animal health workers</u>	<p><u>They are not aware about the importance of the Veterinary Statutory Board</u></p> <p><u>They are aware about the importance of the VSB</u></p> <p><u>The sector in this moment is unregulated: animal health assistants and technicians operate drug shops and clinics</u></p>	<p>- Attract their attention and participation in promoting the establishment of a Veterinary Statutory Board;</p> <p>Veterinary clinical services provided to livestock producers should improve after privatization;</p> <p><u>It is very important for them to have a clear idea of the new regulations :</u></p>	<p>The VSB will ensure professionalism and protect the public from over-charging and malpractice. Veterinary service providers will be regulated and the public protected</p> <p>CONTENT MESSAGES VSB</p> <p>1. Through the VSB the coverage will be significantly increased and services will be accessible by the vast majority of livestock owners</p> <p>2. Private service providers are expected to provide disease control strategies – such as control of parasites, timely vaccinations against pasteurellosis, blackleg and other prevalent conditions.</p> <p>3. When the VSB becomes active all veterinary workers – veterinarians, veterinary paraprofessional and community animal health workers must be registered by the VSB.</p> <p>3.VSB give new work opportunities to Young Veterinary</p>	<p>VSB Power Point presentation Should be clear, logical, relevant and comprehensive. Veterinary</p> <p>VSB Power Point presentation Should be clear, logical, relevant and comprehensive.</p> <p>Leaflet attractive ,brief and to the point;</p> <p>Didactical posters for agricultural extension agents and community animal health workers About new regulations and animal health</p>	<ul style="list-style-type: none"> • National workshop • Website , Ministry of agriculture • Website EVA-ethiopia.org ; • Special TV program before the News. • By e-mail (PDF version) • Associations Meetings; • University meetings • Association websites; • Special Radio or TV program before the news. • Special training for agricultural extension agents and community animal health workers.

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10. Ethiopian livestock traders association;	They feel isolated from the decision. They would like to be more involved in the discussions at the public level	-Promote an active dialogue and collaboration between the private and public stakeholder <ul style="list-style-type: none"> They are aware of the aims and achievements of the VSB They see the (potential) benefits of backing the VSB 	VSB will added value, is active and delivers concrete benefits The VSB can help harmonisation in animal health and human sanitation sector. CONTENT MESSAGES VSB give importance of quality certification procedure including good hygiene practise and contributes to open new international markets;	VSB Power Point presentation Audio visual, attractive, brief and to the point.	Key meetings and events By e-mail (PDF version) Web site of Ministry of agriculture and VEA website
11. Donors and NGOs working with livestock keepers-farmers, pastoralists	They are well integrated in the pastoralist areas	They can collaborate to promote the value of VSB and animal health between pastoralists and animal health workers communities.		Leaflets PowerPoint presentation	Special meetings Mailing (by post and/or by e-mail) to selected people) By e-mail (PDF version)
12. Media - Radio/TV/ Newspapers/ journalists	The external relations of the Ministry of Agriculture are ready to cooperate involving journalists, radio/TV and newspapers. They have a space in radio and TV programme and they can collaborate to promote messages through radio and	To promote the diffusion of VSB in all media. To raise awareness to journalists in promoting this new statutory	CONTENT MESSAGE Ethiopia with the establishment of Veterinary Statutory Board VSB will ensure professionalism and protect the public from over-charging and malpractice. Veterinary service providers will be regulated and the public protected. Content messages on: animal health security	Awareness creation at Media level should be presented in the form of a special meeting aiming at a more shared view about amongst journalists from different sectors. A PowerPoint presentation of the important issues is also a good introduction Press kits will be developed in hard copy format as well as DVDs and distributed to	Special Media Meeting to launch the campaign and to promote the diffusion of VSB through Radio/TV and newspapers. Radio and TV programme

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	TV		-More opportunities for young veterinaries	the journalists during the meeting. Special Radio and TV programme should be created and distributed in the special space managed by the ER of Ministry of Agriculture	
13. Livestock Keepers, farmers, pastoralists and semi- pastoralists	'The livestock keepers are not a good description of a target group. Depending on its location may be made up of large, medium and small livestock's keepers; male and female ; livestock keepers that have easily access to irrigated land and those that have not; livestock's keepers that need credit to prevent animal diseases and those that can afford to buy vaccines themselves; et cetera.;They don't use prevention because of money or because of shortage of vaccines.They use to take care of animal health by themselves. Generally they use to buy drug to the shop and only when the animal is sick.	Service will be mobile, meaning that veterinary workers will visit the sick animal. This makes It easier for the pastoralists and is less stressful for the animal. Pastoralist must pay for services received.	CONTENT MESSAGES Prevention not only benefits poverty reduction and economic development, but also saves livestock's I and contributes to generate incomes for pastoralists; The VSB will ensure professionalism and protect the pastoralist from over-charging and malpractice; The VSB added value, is active and delivers concrete services for animal health's; Is Better to pay for services received, but you will have a livestock's in perfect health.	Special radio programme should be created (the majority of pastoralist at this moment don't have the TV). A Drama could be conceived by local artists Groups. (each regions has Local artists playing in regional languages). After the Drama the pastoralists must be involved in discussions.	Radio Phane Radio Airtime In the market place ; In the villages; In the schools; Trainings;
14. Pastoralists children	The children are a good vehicle to diffuse message to their parents	They are involved in the work.	To have animals in good health assure a better quality of life.	<ul style="list-style-type: none"> • An educational unit “ made of: • A manual for teachers/facilitators; • An image box in cartoon style for the primary school pupils consisting in posters ; • An exercise book improving, among others, children painting skills, for primary schools pupils. 	In the schools Of pastoralist areas

