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ENGAGING WITH THE MEDIA ON APRM ISSUES: A CIVIL-SOCIETY HOW-TO GUIDE



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INTRODUCTION



CASE STUDY

From the experience of the APRM Monitoring Project^a (AMP) it is clear that with a targeted and well-planned media strategy it is possible to increase the media profile of the APRM and popularise APRM issues. This project - by effectively engaging the media with an innovative 'traffic light' system, signalling government performance on various indicators - was able to garner more than 40 local and international news articles concerning the *Implementing the APRM: Views from Civil Society. South Africa Report*, over a one-month period.

a Please refer to endnote 3.

The African Peer Review Mechanism (APRM) is an important instrument to improve governance on the continent and increase the space for civil society to engage with governments. The media is an important actor in this process, assisting civil-society organisations (CSOs) to influence the public agenda and inform society of the APRM's value and purpose. However, the peer review process is a very technical one, which is often misunderstood by the media or is not seen as appealing or interesting enough for extensive or prolonged coverage. All too often, CSOs have faced great challenges in sustaining interest in the APRM and its initiatives. This is unfortunate, as the mechanism holds great opportunities for civil society and government collaboration on governance and policy issues and has the potential to effect transformations in a number of vital sectors.

This 'how-to' guide provides information, advice, tips and practical strategies to enable effective use of the media to publicise the APRM. The intention is to generate more well-informed stories on the APRM. This guide is available in an electronic format to allow for easier access and dissemination. It teaches the basics of creating a media strategy and provides the starting point to launch an effective media campaign.

THE APRM IN A NUTSHELL

The African Peer Review Mechanism, established in March 2003, is a voluntary and African-owned framework that aims to improve governance on the continent. According to its Base Document, 'the primary purpose of the APRM is to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through sharing of experiences and reinforcement of successful and best practice, including identifying deficiencies and assessing the needs for capacity building.' Member states first conduct a Country Self-Assessment Review (CSAR), using a Self-Assessment Questionnaire. Following this, an external Country Review Mission (CRM) conducts a separate assessment. The two reviews are then combined into a Country Review Report (CRR). The latter includes a National Programme of Action (NPOA), which sets out commitments on improving governance across four thematic areas: Democracy and Political Governance, Economic Governance and Management, Corporate Governance and Socio-Economic Development. As of October 2013, 33 African states have signed up for the APRM and 17 have already conducted their first review. While the CRRs have been, for the most part, comprehensive and frank, implementation of NPOAs has been a serious challenge for the majority of member states.

WHY WORK WITH THE MEDIA?

With its power to shape public perceptions and influence policymaking, the media is an important tool for any organisation engaged in advocacy. The media can also be a vital ally for civil society, helping to attract attention to a CSO's cause and raise the profile of the work being done. This is particularly important when the voice of civil society has been sidelined by government or other interest groups.

Many CSOs know how to pursue advocacy with government, but this experience often does not extend to working with the media. Civil-society trainer, Victoria Ayer, notes:¹

All too often, NGOs' only media activity is to send out press releases that talk about an activity that the NGO has done (or an invitation to another tedious press conference) and all the NGO really wants is for the media to serve as a validator. Rather, NGOs must create media events that go beyond public relations for themselves. Journalists need stories that have conflict/controversy/broad appeal.

In all stages of the APRM, the media can be an important ally and a vehicle for influencing the process. In the pre-review stages, it can be a vital tool for civil society to disseminate information, rally support for joint initiatives, and signal to government that it will insist on participation in an open and transparent process.² Once the initial APRM review has been completed, civil society can use the media to broaden the public conversation about governance and to raise awareness of, and advocate around, the commitments to reform made by government in the National Programme of Action (NPOA). The AMP successfully used the media to shine the spotlight on the commitments made by the South African and Lesotho governments in their NPOAs.³ See the box 'APRM policy windows' for examples of other opportunities to use the media to popularise the APRM.

The question then becomes one of how organisations can successfully generate sustained media interest, particularly on a subject as technical as the APRM. There are a number of options available, but no guarantees of success. This guide is intended to help organisations to get their message across.

THE MEDIA'S ROLE

- 1 Shares information about society to a wide audience.
- 2 Investigates issues that individuals would not have time or resources to research themselves.
- 3 Influences public opinion through editorials and news coverage.
- 4 Questions the government, organisations, and institutions on behalf of the citizenry (also known as civic journalism).
- 5 Exposes issues or problems that some people do not want (to be made) public or want to avoid discussing.

Source: Bunn C & V Ayer, *Advocacy Expert Series Book 3: Working with the Media*. Cambodia: Hawaii Printing House, 2004.

« ... civil society can use the media to broaden the public conversation ... »

HOW TO ENGAGE THE MEDIA

UNDERSTANDING THE MEDIA: JOURNALISTS CAN ONLY COVER WHAT THEY KNOW

In early APRM countries, journalists tended to cover only key official APRM events. The articles produced were often short, shallow, focused on the occurrence of the event and lacked detail. To get journalists to report in a nuanced manner, the CSO should undertake an outreach and education programme with reporters and be willing to engage with them on the issues. This will help to ensure that the APRM receives better and deeper news attention.

Source: Herbert R, *Influencing APRM: A Checklist for Civil Society*. Johannesburg: SAIIA, 2007.



it is important to be strategic when targeting the media



When trying to attract media interest in the APRM, it is important to remember the interests of journalists and the constraints that they face. For instance, because people are not interested in the technical processes, journalists and editors will not focus on these. Ultimately, people are interested in hearing about how important issues may have an impact on their lives.⁴ Although highly technical, at its core the APRM is about governance issues that affect people on a daily basis. It is crucial to understand that the media operates in an intensively competitive and fast-paced environment and the CSO must plan accordingly. Journalists are likely to be more interested in the contentious or newsworthy governance issues raised, rather than the APRM itself. This may mean reaching out to non-governmental organisations – in sectors such as labour, environment, gender, and HIV/AIDS – and working with them to weave in an APRM-related media angle when it seems a good fit. When approaching the media with an APRM-related story, it is important to emphasise the governance angle. The APRM then becomes an instrument through which the issue is raised and a prism through which it is analysed. The goal here is two-fold: to ensure that both the governance issue (as the primary focus) and the APRM (as a secondary focus) are included. It is important to be strategic when targeting the media. The CSO needs to present issues in manageable doses using summaries, quotes from key actors, bullet points, highlights and information boxes to give busy reporters enough background to write a good story.⁵ What are the big news issues of the day? The CSO should try to link its story to these to encourage interest. This is called a news hook. A hook is an issue or external event that is of interest to reporters and the general public. Linking an issue to these ‘hot topic’ news items will encourage readers to pick up and continue reading APRM-related articles. See the ‘What is “newsworthy?”’ box for further suggestions.

The best way to encourage clear, factual and consistent reporting on APRM issues is to cultivate relationships with selected journalists working on governance or development issues. As a first step, institutions need to become active and attentive consumers of media information. The CSO needs to

collect and track articles/blogs/broadcasts on issues that are core to its work as well as those that are inspiring, outrageous or likely to attract attention. Whenever they can, journalists will often strive to create a distinctive voice or have a 'beat' – an area or subject matter that they regularly cover.

Next, the CSO needs to decide the best way to cultivate that relationship. This can be done by hosting training workshops aimed specifically at journalists on issues that underpin the APRM as they affect the CSO's beneficiaries. The CSO should choose to send research and information when it is newsworthy or relevant to a recent story that a particular journalist has published. Finally, the CSO should let them know in advance of any potential newsworthy developments, but it needs to be wary of information overload.⁶ It is essential that the CSO invests in relationships that will develop with journalists working on its issues. However, it is important to bear in mind that there may be differences between what the CSO considers to be important and what journalists think is newsworthy.⁷ When working with journalists, the CSO should maintain honesty, accessibility and professionalism, and be sure to respect their deadlines.

WHAT IS 'NEWSWORTHY'?

This kind of information can be anything that can be considered unique, dramatic or ironic and which has an impact on people's lives.

Newsworthy stories are often about:

- controversy and conflict;
- injustice, deception, corruption and exploitation;
- issues and events that affect a large number of people;
- issues that might make people rethink their positions or beliefs;
- personal stories that give a human face to a larger issue;
- local impact of national stories; and
- holidays and anniversaries of important events.

Example: There is a high-profile corruption case involving a government minister that is being followed widely by the media. The CSO might want to write an article or hold an event that looks at what the APRM report's findings were with regards to corruption and how it suggests that the country resolves this problem.

Source: Bunn C & V Ayer, 2004, *op. cit.*

APRM POLICY WINDOWS

'Policy windows' are points at which it is possible to influence government policy and the national APRM process. Some examples of points where the CSO may be able to use the media to influence APRM outcomes are as follows.

PRE-REVIEW

The appointment of the Focal Point and National Governing Council (NGC)

Here the CSO could popularise the process by writing articles on the appointed officials or try to influence the council's membership and leadership through press events, workshops, discussion groups and opinion articles.

REVIEW PERIOD

The country review visit

Here the CSO could hold press conferences with, or independent of, the review team to try to create a bigger voice for civil society and project ideas for consideration during the country review.

POST-REVIEW

Peer review by heads of state

After the peer review, the CSO could write opinion articles to publicise some of the governance issues highlighted in the report and how government responded to them during the African Peer Review Forum meeting. The CSO could link these issues to the big news items of the day to gain greater coverage.

Publication of the report

At this point, the CSO could hold a press conference on the margins of the presentation to give a civil-society view of the Country Review Report (CRR), and write opinion articles commending/criticising the government for its work.

Publication of progress reports

When the country publishes its annual progress reports, civil society can use this window to critique or commend the report and overall government performance. It may be an opportunity for the CSO to hold a conference or workshop and invite the media to report on civil society's views of government progress.

Important national news

When an important news item breaks about an issue that is mentioned in the CRR – such as corruption, xenophobia, land ownership or service delivery – it is an opportunity for the CSO to publicise what is said about these issues by the report, and to suggest possible solutions.

Second reviews

The second country review is an invaluable opportunity for the CSO to use the media to publicise the APRM and to evaluate the work that government has done following the first review.

MEDIA ENGAGEMENT TOOLS

This section outlines some of the main tools that CSOs can utilize to effectively engage the media on relevant governance issues. It describes each tool and how it is to be used.



MEDIA/PRESS ALERT

A media/press alert is a short piece that highlights an upcoming activity that is intended to invite the media to attend or cover an event. All types of media, from print to electronic, are accustomed to receiving media alerts, and many outlets use them as a way to stay informed of important events and breaking news. The way in which a media alert is written is extremely important. It must relate all information in a clear and concise manner, answering the questions ‘Who? What? When? Where? Why? and How?’⁸ This explains what is happening, with whom, where it is occurring and at what dates and times, why it is newsworthy, and how the CSO is involved. It is also important for the CSO to include its contact information so that interested reporters can contact it for further information or interviews.



PRESS RELEASE

Press releases are similar to media alerts, though they offer the CSO an opportunity to ‘create’ news by sending information to the media that they can then use to write an article. Press releases seek to demonstrate the newsworthiness of the information provided by the CSO and supply reporters with the information needed to write a news story. Press releases are usually sent to journalists and news agencies via email or fax. They should include a number of important components. See ‘Tips for a Good Press Release’.



CASE STUDY: AMP

The South African AMP Report linked the implementation of the APRM NPoA to ‘hot topic’ governance issues such as:

- the rule of law;
- the justice system and judiciary;
- corruption;
- violence against women and children;
- media legislation and regulation;
- xenophobia;
- poverty;
- unemployment; and
- land and agrarian reform.

The team then used a wide range of media tools – such as press alerts, opinion articles and launch events – to attract sustained and engaged media coverage. The CSO could use similar issues, concerns and strategies to popularise the work done by the APRM in its country.

Source: SAIIA (South African Institute of International Affairs), CPS (Centre for Policy Studies) and AfriMAP (Africa Governance Monitoring and Advocacy Project), *Implementing the APRM: Views From Civil Society – South Africa Report*. Johannesburg: SAIIA, June 2011.

TIPS FOR A GOOD PRESS RELEASE

- ✓ 'News is new' – the information the CSO sends out should be current, relevant and interesting.
- ✓ It should be short, free of jargon, clear and unambiguous.
- ✓ It should have an attention-grabbing headline that captures the crux of the story.
- ✓ The first short paragraph should answer the questions 'Who? What? When? Where? Why?' and 'How?'
- ✓ It should provide least two usable quotes.
- ✓ It should mention all relevant partners, collaborators and funders.
- ✓ It should provide extra information in the form of selected photographs, links to websites and reports at the bottom.
- ✓ It should be dated and contain key contact details.
- ✓ A team member should be available to answer questions and give interviews if necessary.
- ✓ The release should be timed strategically. If too many releases are sent to the same people too often, journalists will probably begin to ignore them.

Source: National Co-ordinating Centre for Public Engagement, 'Guide: Working with news media', <http://www.publicengagement.ac.uk/how/guides/working-news-media>;

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OPINION ARTICLES

Opinion articles offer valuable opportunities to put the CSO's views forward in a structured, coherent and analytical way. This format allows the CSO to argue its points and influence public opinion and public debates on APRM issues without relying on journalists. The CSO can send these articles to local and national newspapers. Many editors – particularly those from independent newspapers – are happy to reflect the interests of advocacy organisations.⁹ The first step is for the CSO to compile a list of independent newspapers and the contact details of their features or opinion editors. The CSO can also target opinion articles at websites rather than just the print media, so it is important for the organisation to think strategically about the audience that it wishes to reach. The second step is for the CSO to write the article. It is important that the language used is simple and accessible and that the article is as free of jargon as possible; the writer must break down and simplify the APRM process and challenges for readers who may not be familiar with the complexities of the mechanism. The article must also make use of a relevant news hook to ensure that the piece is interesting, timely and newsworthy. If the CSO would like to raise an issue that is not currently in the public eye, it is essential to look for creative ways to link the article to current affairs.¹⁰ The general guide for submitting opinion articles is to keep them between 600 and 800 words, but it is important to check with the relevant publication as to their preferred length.

Opinion articles are a crucial means by which to influence the APRM process within a country and it is often important to use them early on in the process. Although some governments are open to active civil-society engagement in APRM national processes, others may be tempted to control it and to try to limit criticism. But, if civil-society shows that it takes the APRM seriously, understands the rules and procedures and intends to engage, governments can be persuaded to conduct a more open and consultative process. The cases of Ghana, Kenya and South Africa are to a large extent illustrative of this; a strong and sustained media interest as well as a vibrant and engaged civil-society sector helped to ensure that the process was more open and consultative than in other countries.¹¹



USING SOCIAL MEDIA

The Internet is expanding rapidly across Africa. Between 2000 and 2011, Internet usage on the continent grew by 2 500%, the fastest Internet growth rate of any region in the world.¹² Currently there are approximately 167 million Internet users across the continent, a significant proportion of Africa's one billion people.¹³ The exponential increase in Internet usage is driven largely by massive growth in the use of mobile phone technology - the Groupe Speciale Mobile Association (GSMA) predicts that there will be more than 700 million African mobile phone subscribers by the end of 2016.¹⁴ Alongside this growth in the use of Internet and mobile phones, social media utilisation is expanding. Currently social media sites such as Twitter and Facebook are widely used on the continent, and were instrumental in popular protests that broke out in Egypt, Tunisia, Nigeria, Malawi, Uganda, Swaziland and other African countries in 2011 and 2012.

These sites are not merely places to organise protests. They also represent new ways of sharing information, engaging with the public and policymakers, and drawing attention to the CSO's cause. The Internet and social media sites are also an important source of information for media audiences. Their global reach could enable the CSO to get its message across to a wider audience. When approaching social media as a communication and dissemination tool, it is important for the CSO to remember a few vital pointers:

- Posts should be kept concise, clear and professional.
- Social media sites are largely open access, so everything that the CSO says and does on these sites is 'quotable' and should be perceived as such. Therefore, it is important for the CSO to post only statements and views that it would be happy to have quoted.
- The CSO should take responsibility for what is posted on social media sites; and ensure that only responsible employees have administrator privileges and are able to post on behalf of the organisation on these platforms.
- When making claims or statements, the CSO should always refer to its sources and use hyperlinks where possible. It should refrain from posting comments that could be interpreted as defamatory; and ensure that all posts are

Overseas Development Institute,
*Successful Communication: A Toolkit
for Researchers and Civil Society
Organisations*, [http://www.odi.org.uk/
resources/docs/192.pdf](http://www.odi.org.uk/resources/docs/192.pdf).

TIPS FOR AN INTERVIEW

- ✓ If a journalist calls and you would like time to gather your thoughts, ask them to outline their requirements and ask if you can call them back.
- ✓ Speak slowly and clearly.
- ✓ Stay positive and energetic; how you speak is as important as what you say.
- ✓ Be calm. Don't be offended by tough questions.
- ✓ Be careful of questions that begin with: 'So what you are saying is X, Y, Z'. Answer in your own words.
- ✓ Be careful of throwaway comments, generalisations and wild statements. Assume that everything you say will be quoted.
- ✓ If possible, ask to have quotes read back to you to verify their accuracy.
- ✓ Be aware that journalists sometimes get things wrong, but it is important to engage with them to correct any mistakes.

Source: Wellcome Trust, *Why Work with the Media?*, http://www.wellcome.ac.uk/stellent/groups/corporatesite/@policy_communications/documents/web_document/wtx053692.pdf; Bunn C & V Ayer, *op. cit.*, p. 12.

EXTRA TIPS FOR A TELEVISION INTERVIEW

- ✓ Wear conservative clothing, do not wear bright jewellery or excessive make-up.
- ✓ Look at the interviewer, not the camera.
- ✓ Sit up straight and try to appear calm and collected.
- ✓ Speak with confidence.
- ✓ Ensure that your answers are clear and concise.

Source: Bunn C & V Ayer, *op. cit.*, p. 12.

« social media sites are also valuable in assisting the CSO to measure its impact ... »

balanced and that they accurately reflect the facts.

- It is important for the CSO to engage continuously with interested organisations and individuals. It should always respond to questions, queries and concerns promptly and professionally.
- Many accounts that appear to belong to policymakers and public personalities may actually be spoof accounts and have no link to the person that they appear to represent. Before engaging with public personalities via social media, the CSO should check if their account has been verified.

Social media sites are also valuable in assisting the CSO to measure its impact through tracking the number of comments, 'likes', 'hits' and 'tweets' or 're-tweets'. This can help the CSO to gauge the number of people its message is reaching; and help it to think about how to target its message more effectively. There are a number of mechanisms available on these sites to assist organisations to track their social media profile. Facebook and Twitter now provide open-access analysis tools for professional pages to track their social media footprint, while Google Analytics and Meltwater News are web-based analytic tools that can be used to track broader Internet impact.



SPEAKING TO THE MEDIA

Once the CSO has alerted the media to an important event or issue through a media alert or opinion article, it should follow up to see if they would be interested in an interview. They may request that the CSO give a print, radio, web or television interview; and it is important for the interviewee to be equally prepared for each format.

Media interviews present an ideal opportunity to convey the CSO's message directly to the public. It is key to identify one person in the organisation to act as the spokesperson or media representative on an issue to ensure that the media message is consistent.

Alternately, more than one person can act as spokesperson for the CSO, but this makes it vital to develop an internal media strategy and identify the strengths of all staff members

to determine how best they might contribute. Prior to an interview, the spokesperson must have a clear idea of the message that he/she is expected to convey. It is also important for the spokesperson to understand what the reporter intends to gain, what the CSO needs to achieve from the interview, what the audience may think of the issue the spokesperson will be discussing, and how best to convince them of the message.¹⁵

It is critical for the CSO to be strategic about the best and most appropriate types of media with which to engage. Although television may be the more prestigious option, radio is the most widely used source of information in Africa, particularly for those who do not have access to television or print media. The CSO should also consider whom it would like its message to reach; the audiences of different types of media may vary considerably.

PREPARING FOR YOUR INTERVIEW

- ✓ If possible, ask the interviewer to provide a list of questions or themes beforehand to help you prepare.
- ✓ Write down three to five key points that you wish to convey, depending on the length of the interview.
- ✓ Think about what other questions the interviewer may ask and how you might respond.
- ✓ Try to use analogies and anecdotes to illustrate complex points. If possible, it is important to think these through in advance.

Source: Wellcome Trust, *op. cit.*



... radio is the most widely used source of information in Africa ...



DRAFTING A MEDIA STRATEGY

« a media strategy is a plan that describes the ways in which a CSO intends to engage with the media to publicise and spread its message



A media strategy is a plan that describes the ways in which a CSO intends to engage with the media to publicise and spread its message. The CSO should choose activities that are driven by the type and context of the message it is trying to convey and the audience that it intends to reach. When considering this, it is important for the CSO to understand which media influence its target audience, and what type of media that audience uses to gather information.¹⁶ So, whereas the broader public might use popular music radio stations and daily newspapers, policymakers might be more likely to keep abreast of current events through television and talk radio stations with a current affairs focus. In South Africa, policymakers are likely to read publications such as *Business Day* and the *Mail & Guardian* to keep up with current events, whereas the broader public are more likely to read newspapers such as *The Citizen* or the *Daily Sun*. The same principle applies to online media. Some news and analysis websites are trusted and visited more than others and each has a different audience. Once the CSO has decided on its target audience and the best types of media to engage with in order to reach them, it is helpful for the organisation to think carefully about the most appropriate activities to use to engage with those types of media.

SAMPLE MEDIA STRATEGY

Goal: To bring attention to the need for increased regulation of political party funding in South Africa, a challenge identified in the South African APRM CRR.

As APRM recommendations have not been implemented, the programme will use the media to encourage government to implement its commitments made in the APRM NPoA ahead of the next elections in 2014.

Once the CSO's media strategy has been developed, it is important for the organisation to monitor it in order to see how successful it has been and where the potential gaps may be. It is important for the CSO to keep a media file or folder

that contains copies of all mentions of the campaign in the media and on social media sites. This file can be used to identify five important elements.

- 1 The impact of the media campaign.
- 2 Incorrect statements or factual errors that require correction (usually through a letter to the editor).
- 3 Members of the media who are most interested in the CSO's programme issues.
- 4 Issues, information or messages that may need more or better media coverage.
- 5 How the problem is changing or how the CSO is transforming public opinion.¹⁷

Using this strategy, it is possible to trace the impact of the CSO's work and the degree to which its campaign is successful. It is also important for the CSO to use this strategy to learn from its mistakes and identify and fill potential gaps. At the end of the campaign, it would be helpful to reflect on the strategy and identify 'lessons learned' to take forward.

| Target audience | Message | Messengers | Activities | Targeted members of the media | Timeline |
|--|---|---|---|---|-------------|
| The South African APRM NGC. | Ensure that parliament is made aware of the implications of unregulated party funding and advocate for the creation of necessary legislation. | Ms Lindiwe Sisulu, Minister of the Department of Public Service and Administration, South African APRM Focal Point. | Write an open letter or opinion article directed at the NGC and the minister. Undertake a public petition among CSOs and forward it to the NGC. Hold a press conference/media briefing. | Angela Quintal, Editor, <i>Mail & Guardian</i> newspaper. Abel Muthanga, Content Manager, Radio 702. | Months 1-6 |
| Members of civil society working on issues of party funding. | Encourage them to take up the call and lobby government. | Programme heads of organisations working on governance issues. | Write an opinion piece explaining the purpose of the campaign and the dangers of unregulated political party funding, and calling for civil society to champion the process. | Angela Quintal, Editor, <i>Mail & Guardian</i> newspaper. | Months 1-20 |
| The politically engaged and active sectors of broader society. | Enlighten them about the dangers of unregulated political party funding. | The national and local media. | Write a series of opinion pieces about the commitments and government performance and publish them in a popular newspaper. Arrange a television and/or radio interview. | Mpumelelo Mkhabela, Editor, <i>Sowetan</i> newspaper. John Ndlovu, Content Manager, Morning Live SABC 2. | Months 1-20 |

CONCLUSION

« a high media profile is more likely to cause the APRM to become embedded in a country's central planning processes ... »

The APRM is a highly technical process and civil society has often found it difficult to create sustained media interest in the mechanism and its aims. A country spends a considerable amount of resources on conducting an APRM review and monitoring the implementation of the NPoA. However, all too often the enthusiasm wanes after the publication of the CRR. The government then fails to utilise the NPoA effectively or allocate the necessary budget to its action items. This often means that there are few real positive outcomes of the process. A high media profile is more likely to cause the APRM to become embedded in a country's central planning processes and thus contribute to governance improvements.

This guide provides CSOs with strategies and tools to use to influence the public debate and advocate around the APRM. Key points that CSOs should remember are:

- to have a media strategy;
- to be proactive and create relationships with journalists;
- to always be as brief and 'to the point' as possible;
- to link stories to popular issues to gain more traction; and
- to engage with social media sites, but be wary of posting without giving due consideration to the content.

ENDNOTES

- 1 Ayer V, email correspondence, 6 November 2008. Quoted in Katito G & F Aggad, *Strategies for Effective Policy Advocacy: Demanding Good Governance in Africa*, Research Report, 3. Johannesburg: SAIIA (South African Institute of International Affairs), 2009.
- 2 Herbert R, *Influencing APRM: A Checklist for Civil Society*. Johannesburg: SAIIA, 2007, p. 9.
- 3 AMP was a joint civil-society project by SAIIA, AfriMAP (African Governance Monitoring and Advocacy Project) and the CPS (Centre for Policy Studies), which aimed to undertake research and capacity building to enable civil society to track the implementation of the APRM commitments of the South African and Lesotho governments in 2011.
- 4 Boyle B, *Making the News: Why the African Peer Review Mechanism Didn't*, Occasional Paper, 12. Johannesburg: SAIIA, 2008, p. 8.
- 5 *Ibid.*
- 6 *Ibid.*
- 7 Bunn C & V Ayer, *Advocacy Expert Series Book 3: Working with the Media*. Cambodia: Hawaii Printing House, 2004, p. 6.
- 8 *Ibid.*
- 9 Katito G & F Aggad, *op. cit.*, p. 24.
- 10 *Ibid.*
- 11 Herbert R, *op. cit.*, p. 10.
- 12 Molenaar M, '8 Things to consider when building a digital strategy in sub-Saharan Africa,' *Memeburn*, 16 April 2012, <http://memeburn.com/2012/04/8-things-to-consider-when-building-a-digital-strategy-in-sub-saharan-africa>.
- 13 This is according to Internet World Stats, a website that provides details on global Internet usage statistics. This data can be found at: <http://www.internetworldstats.com/stats1.htm>.
- 14 GSMA, *Sub-Saharan Africa Mobile Observatory 2012*. London: Deloitte, 2012, http://www.gsma.com/publicpolicy/wp-content/uploads/2012/03/SSA_FullReport_v6.1_clean.pdf.
- 15 Bunn C & V Ayer, *op. cit.*, p. 12.
- 16 *Ibid.*, p. 14.
- 17 *Ibid.*, p. 15.

ABOUT THE GOVERNANCE AND APRM PROGRAMME

Since 2002, SAIIA's Governance and APRM Programme has promoted public debate and scholarship about critical governance and development questions in Africa and beyond. The programme seeks to improve public policymaking by linking governments, citizens and researchers through a variety of publications, training workshops and research fellowships. The project has worked on the African Peer Review Mechanism and governance in over 20 African Countries.

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ABOUT SAIIA

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