

Case study: A review of MAP's advocacy efforts between 2012 and 2013

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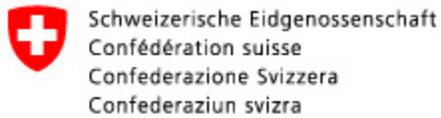
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LIST OF ACRONYMS

ASIDI	Accelerated Schools Infrastructure Delivery Initiative
ANA	Annual National Assessments
APP	Annual Performance Plans
BABs	Budget Analysis Briefs
BT4CR	Budget Transparency for Children's Rights
CSO	Civil Society Organisation
DAFF	Department of Agriculture, Forestry and Fisheries
DHoS	Department of Human Settlements
ETR	Expenditure Tracking Report
HoD	Head of Department
HRC	Human Rights Commission
IKM	Innovation and Knowledge Management
MAP	Monitoring and Advocacy Programme
MEC	Member of Executive Committee
MPs	Members of Parliament
MPLs	Members of Provincial Legislature
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NFCC	National Forest Coordinating Committee
NGOs	Non-Governmental Organisations
PRM	Public Resource Management
PSAM	Public Service Accountability Monitor
SPE	Strategic Plan Evaluation

1. Introduction

The case study reviews the Monitoring and Advocacy Programme (MAP)'s advocacy efforts in the period between 2012 and 2013. The PSAM's Strategic Plan articulates the organizational objective as the provision of evidence based and effective interaction between the demand for and the supply of high quality and equitable public services so as to reduce poverty.

Through the monitoring work of the MAP, the PSAM has been demanding sustainable, transparent and accountable governance with the assumption being that this will improve the delivery of public services and ultimately reduce poverty. The PSAM's key achievement will be improved transparency and accountability in governance and public resource management within government departments, including:

- Improved public participation processes,
- Improved management of public resources, and
- Improved public service delivery, especially at local level

In order to achieve its vision, some of the advocacy activities carried out by PSAM, through MAP include:

- Annual budget analysis and strategic plan evaluations of each of the 5 provincial departments monitored;
- Responding to requests from civil society to provide analysis and comment on government budgets, strategic plans, and the extent of their good governance;
- Annual service delivery reviews of a particular area of government in order to research the extent of service provided, and to make findings and recommendations with a view to influencing policy makers so that delivery is improved.
- Making submissions/comment on proposed laws and changes to existing law and policy;
- Routinely providing comment and assistance to journalists on accountability issues within government;
- Providing civil society input to various committees established by government to foster public participation;
- Providing lectures, delivering papers and training to students, the media, civil society on MAPs areas of expertise.

This study will examine the activities that have been performed by the MAP over this two year period, and examine what has been achieved while also highlighting areas that need improvement.

2. The Purpose of the study

The purpose of the study is to highlight MAP's advocacy activities and to identify lessons learned over the two year study period, but also to identify gaps in the organisation's advocacy in order to help the organisation to improve its practice and to develop a stronger advocacy strategy. Throughout the study, questions will be posed that will assist the MAP team reflect on their practice.

The study will focus on four aspects:

- What are the current PSAM advocacy strategies?
- What advocacy activities have taken place during the study period
- What lessons has MAP learned?
- What are the gaps in the strategy?
- How has PSAM used its research as advocacy tool?

Moreover, the study seeks to produce generic lesson from its findings in order for the organisation to learn, and to inform its future advocacy strategy.

3. Methodology

Approaches used in order to gather information and analyse such information included:

- Studying and analysing documents produced by PSAM between 2012 and 2013;
- Studying newspaper coverage of PSAM between 2012 and 2013
- Interviews with PSAM staff

The study used various methods to gather information:

- PSAM documents
- One on one interviews
- Media reports

4. The Monitoring and Advocacy programme

The monitoring and advocacy programme is one of three PSAM programmes and aims to improve public service delivery and enhance the progressive realisation of constitutional rights. It evaluates budgeting, planning, expenditure and performance in the following service delivery departments of the Eastern Cape government: Education, Health, Local Government, Human Settlements and Economic Development and

Environmental Affairs. The various social accountability monitoring tools used by the MAP have been developed in order to systematically monitor the public resource management cycle and enable citizens to hold government officials accountable for service delivery and performance.

5. How does the MAP work?

The MAP activities are mainly research oriented. The programme produces a number of research outputs each year, including annual budget analyses, strategic plan evaluations and expenditure tracking reports for each of the 5 provincial departments that are monitored. In addition to these key documents, the MAP researchers respond to requests from civil society to provide analysis and comment on government budgets, strategic plans, and the extent of their good governance¹. MAP also makes submissions or comment on proposed laws and changes to existing law and policy whenever the need arises. On a regular basis, the researchers provide comment and assistance to journalists on accountability issues within government. Moreover, the MAP provides civil society input to various committees established by the legislature and government to foster public participation. The MAP also collaborates with the Regional Learning Programme of the PSAM and other international NGOs promoting the right to social accountability based on researchers local and sectorial experiences.² Finally, the MAP staff provide lectures, deliver papers and training to students, the media, and civil society on their areas of expertise.

The MAP performs the following activities on an annual basis³:

- Contribute towards improving the quality of departmental budgets and strategic plans by annually analysing and providing findings and recommendations on their adequacy with due regard for policy priorities, stated targets and the regulatory framework;
- Considering the disparity between government targets and the demand for social services, with a view to motivating for revisions to targets, policies and related budgets;
- Working in networks and on joint initiatives to improve access to social services;
- Contributing towards policy revision and legislative enactments through applied research;;

¹ For more information on the Monitoring and Advocacy programme, visit www.psam.org.za

² For example, the BTAP campaign; CABRI initiative.

³ Interview with Yeukai Mukorombindo-Chiweshe, PSAM Human Settlements Researcher and Jay Kruuse, PSAM Director.

The activities of MAP are aimed at analysing and identifying systemic challenges that inhibit the progressive realization of constitutional rights that the Departments monitored are required to promote. While South Africa has enacted a range of laws which are widely regarded as instruments of international best practice, adherence to and implementation of these laws remains at unacceptable levels. Leadership failings and systemic corruption within many sectors of government have further eroded efforts to ensure compliance with laws and with it accountability for implementing corrective action where maladministration occurs⁴.

The MAP engages in various forms of advocacy aimed at improving government transparency and accountability. The assumption being that this type of advocacy will improve the delivery of public services and ultimately reduce poverty.

6. The PSAM primary target audience

As the PSAMs work is informed by the government's public resource management cycle, multiple change agents/persons/committees and groups are targeted both within and outside of government, and include⁵:

- Members of the executive and senior administrative staff.
- Administrative staff within key programmes of departments such as the Budget Office, Strategic Planning Directorate, Human Resources and Labour Relations;
- Representatives of Chapter 9 institution like the Human Rights Commission, the Public Protector, the Auditor-General etc;
- The media via media comments, press releases, social media etc;
- The general public;
- Experts within civil society and those whom MAP collaborate with or seek guidance from via various networks, coalitions, committees etc;
- Legislature MPL's and their support staff /MPs of National Parliament and their support staff;
- Members of research entities and academic institutions.

7. Analysis of MAP's activities from 2012 to 2013

During the period of this study, almost all scheduled research outputs were completed and disseminated. Certain challenges were experienced in the areas of health and local government research due primarily to the transition of programme staff.

⁴ Ibid

⁵ PSAM Strategic Plan 2012-2016

As previously stated, research outputs included Budget Analysis Briefs (BABs), strategic plan evaluations (SPEs); and Expenditure Tracking Reports (ETRs), for the five Eastern Cape Provincial Departments that the MAP monitors.

BABs consider the policy priorities and budget allocations of departments. Assumptions and trade-offs informing these priorities and allocations are analysed mindful of the department's external and internal service delivery environments. SPEs are analyses of the coherence and responsiveness of a government department's Annual Performance Plan (three-year plan) and Operational Plan (one-year plan). The evaluation focuses on the finalised plans for departments which will be tabled in the Eastern Cape Legislature for consideration and adoption. ETRs are analyses of the implementation of expenditure management systems within the departments concerned. The report tracks public expenditure by providing an evaluation of a department's reported expenditure against its various allocations for main programmes and, where necessary, key sub-programmes in the financial year under review.

During the study period MAP research outputs were disseminated to a cross spectrum of stakeholders, including government, the Eastern Cape Legislature, the media and civil society.

7.1. Research outputs and engagement with the government

Upon reviewing a number of MAP documents about the programme's engagement with the state, there are indications that the MAP's research outputs have had some direct impact on the government as a main targeted audience. This section will highlight the evidence that supports this assertion and it will be presented in different categories.

I. Certain officials within the departments have acknowledged receipt as well as commended the quality of the research outputs produced by MAP researchers. Some of the examples include:

- MAP's Health Researcher obtaining a 7 page response from Provincial Treasury after providing them with a copy of her 2013/14 Health Budget Analysis.⁶
- The Department of Human Settlement's Chief Financial Officer positively responded to the outputs and hosted a meeting with MAP to obtain feedback and discuss the research findings and recommendations.
- The General Manager's office within the Provincial Treasury acknowledged receipt of the Human Settlement research outputs.

⁶ The letter revealed the extent to which PSAM's analysis is accurate, its findings and recommendations considered and concurred with

- The Education Department’s head of strategic planning regularly acknowledged receipt of PSAM outputs and requested that the researcher present on certain findings at departmental meetings.⁷

These responses indicate the different levels of recipients, some of which have direct influence in policy development and effecting the change that PSAM wants to see, while others play a more secondary role.

The lesson/ reflection questions: How to ensure that advocacy is targeted to the audience that has a more primary role in achieving results? How does MAP ensure that they have access to this target audience? How should MAP ensure that its target audience uses the outputs to effect the change they want?

II. The MAP research outputs led to officials acknowledging MAP expertise and consequently seeking further expert assistance and input from MAP staff.

Examples include:

- MAP being asked by a department to review its draft plan prepared for the next financial year.⁸
- A representative of the National Housing Finance Commission expressed concern about the Department’s overall budget decrease and discussed certain budget line items with the MAP Housing Researcher.
- MAP staff meeting the chief financial officer and the head of legal services within the Eastern Cape Department of Human Settlements to discuss the BAB research findings.⁹
- The Human Settlements Department asked the MAP researcher to consider and provide feedback with regard to the Department’s draft 2013/14 Annual Performance Plan (APP).
- MAP was asked by the provincial department of Human Settlements to contribute towards an Innovation and Knowledge Management (IKM) Strategy.

The examples listed above are a clear indication of the impact of the PSAM advocacy and the organisation’s impact on the plans of these departments.

Lesson/ reflection questions: How does the MAP create more of these opportunities? How does the PSAM maximize these opportunities by ‘sneaking ‘in other issues that are

⁷ He replied as follows after considering the outputs findings and recommendations by the education researcher: “Zukiswa you have done an incredible analysis – very calmly and collectively – thanks for emailing it to me. I appreciate it.”

⁸ This enabled the MAP to influence the Department’s budget and plans in advance of their adoption and not retrospectively

⁹ These officials explained how it was being used to inform their budgeting and ongoing interaction with Provincial Treasury.

not necessarily been raised by the officials? How to use these opportunities to raise their agenda and highlight issues that the MAP see as important to achieve its mission?

III. MAP research outputs raises issues that assist other bodies to fulfil their mandates:

- Feedback obtained from the National Housing Finance Commission who were alarmed to note the various decreases identified in the BA and wanted input on issues relating to the Finance Linked Individual Subsidy Programme.
- an invitation to attend the Public Protector’s Eastern Cape Stakeholder Consultative Forum held in King Williams Town where inter alia, the preliminary findings of an investigation into RDP houses was presented by the Public Protector; and where service delivery concerns were voiced by attendees.
- The PSAM presented at an education workshop hosted by the Human Rights Commission (HRC) in East London¹⁰.
- Following adoption of the National Development Plan 2030 (NDP), the Eastern Cape provincial government has begun consulting with civil society via a planning commission in order to identify the nature and content of a provincial plan which will hopefully give effect to the NDP¹¹.

The examples show how the MAP has built its credibility as experts in PRM in South Africa to the extent that they are sought by government established institutions as well as those institutions created by the constitution.

Lesson/ reflection questions: How does the MAP align its mandate and advocacy with those of these institutions in order to achieve its objectives? How does the PSAM collaborate with these institutions? Does the MAP have enough clout to influence the agenda and priorities of these institutions?

IV. The government seeks PSAM expertise as a result of the credible research outputs produced by the PSAM and the PSAM using this to set some of the department’s research agendas.

- The Human Settlements researcher provided the Research and Planning Program of the Human Settlements Department with material and research surrounding alternative building technologies.
- PSAM’s education researcher represents civil society as a member of the Eastern Cape Education Department’s Research Committee.

¹⁰ The Education researcher presented a paper entitled “Holding everyone to account: the role of civil society in education” which considered ways in which stakeholders could strengthen one another’s impact in the sector but also ways in which the mandate of the SAHRC could be enhanced.

¹¹ PSAM was asked to make submissions and provide presentations at meetings of the following three working groups of the commission: Quality Healthcare; Environment and sustainable development; Governance, finance and execution capabilities.

- PSAMs environmental researcher sat on the Natural Forest Coordinating Committee (NFCC) which consists of officials from the Department of Agriculture, Forestry and Fisheries (DAFF), South African Police and various civil society representatives¹².

Lessons/ reflection questions: How does the MAP use this trust by the departments to push its advocacy agenda? The MAP has to use its outputs to drive the government's agenda by highlighting issues that its outputs pick up as challenges, especially those that are recurring and ensure that the research and policy divisions take those in account in their research and policy analysis. How does the PSAM collaborate more with the departments to set research agenda that will ultimately lead to better service delivery outcomes?

V. The PSAM assisting the legislature in fulfilling its oversight role by providing evidence of the challenges encountered by the executive.

- The education researcher had a range of very useful interactions regarding her BA findings with the researcher appointed to the Eastern Cape Legislature Portfolio Committee concerned with Education.
- The Legislature Researcher assigned to the DOHS Portfolio Committee acknowledged receipt of the BAB and expressed her gratitude.

Lessons/ reflection questions: The members of parliament (MPs) rely heavily on their researchers and content advisors. How does the MAP use its relationships with the legislature researchers to highlight the challenges that hinder service delivery? The MAP could use its research outputs to set the agenda by influencing the researchers appointed by legislature, who will in turn influence the MPs. The MAP should nurture these relationships and seek more collaboration in order to have more influence on the legislatures.

7.2. Collaboration with CSOs

One of the MAP's advocacy strategies is to engage with a wide range of civil society organizations over a variety of issues pertaining to public resource management, accountability and governance issues. These are some of the collaborations that the programme was involved in during the period of this study:

- The education researcher assisted researchers from the University of Pretoria who were working on a NEPAD and Department of Basic

¹² The NFCC's primary objective is to improve co-operative governance and civil society involvement in the administration of the National Forests Act.

Education commissioned case study dealing with the National School Nutrition Programme.

- The education researcher worked on the Budget Transparency for Children's Rights (BT4CR) Project increased substantially over the reporting period, with her completing a detailed questionnaire.
- The MAP provided research and legal assistance to the Legal Resources Centre and Section 27 who had brought a further lawsuit against the Education Department in which they sought an order directing the Department to fill various vacant funded posts¹³.
- The education researcher represented PSAM at a meeting of the Imali Ya Mwana Child Rights Budget Network hosted by Save the Children in Pretoria¹⁴.
- The PSAM held a meeting with members of a new civil society organisation, Iliso Lokhozi to explore means of collaboration in seeking accountability and improved service delivery, particularly at local government level¹⁵.
- The PSAM was invited by Khula CDP to participate in a demonstration centred on the rights of the child to be held in the Bhisho.
- The MAP participate in the Budget Transparency for Children's Rights (BT4CR) Project¹⁶.
- The Legal Resources Centre after considering the Education BAB, asked the PSAM education researcher to provide further in-depth analysis of certain budget line items to support various lawsuits they have brought against the Department to improve access to adequate education.

As a result of these collaborations and discussions with these organisations, the MAP has gotten opportunities to take further action or conduct further research. The following are some of the examples:

- After attending a consultative workshop on the draft Eastern Cape Policy on Destitute Individuals PSAM provided a written submission on the policy in late February 2013 which emphasised certain unclear definitions,

¹³ The matter was argued in the Grahamstown High Court on 26 July 2012 and judgment was handed down in favour of the applicants in early August, resulting in an order directing the Department to fill certain posts within specific timeframes.

¹⁴ - The Network is represented in Swaziland, Lesotho, Malawi, Zimbabwe, Zambia, Mauritius and Mozambique. The meeting sought to find solutions to challenges identified in a recent evaluation of the Network which had been commissioned by Save the Children. Attendees included colleagues from the IBP, NANGO (Zimbabwe) and IDASA.

¹⁵ PSAM has agreed to provide analytic support and access to its library resources going forward.

¹⁶ PSAM provided comment on the project methodology and then gave input on the research questionnaire in June 2012 before concluding a contract with the Accountability and Transparency for Human Rights Foundation (AT4HR) who is overseeing the project. A range of research activities to answer the settled questionnaire have commenced in June and will run through July 2012.

lack of research evidence to support certain policy claims, lack of clarity regarding roles of various key stakeholders as well as lack of discussion regarding funding of policy activities¹⁷.

- After considering the HRC Annual Report for 2011/12, PSAM noted with concern the failure on the part of many departments to annually submit information to the HRC on the steps taken to progressively realise a range of human rights.
- Ongoing failings within the Eastern Cape Health Department culminated in PSAM having a teleconference with Daygan Eagar of Section 27 where it was decided to address correspondence to key decision makers in national and provincial government.¹⁸

In addition, the MAP, in collaboration with other CSOs, provides capacity building to citizens to capacitate them in PRM and training them on how to hold government into account:

- The MAP local government project gathered further momentum during the reporting period. The first workshop was held in Grahamstown. It was attended by 5 representatives from Baviaans Municipality, 7 representatives from Nxuba Municipality and 3 representatives from Nelson Mandela Metro municipality. At the workshop presentations were made by Derek Luyt, Glenn Hollands and Debbie Coulson as follows:
 - Key issues of local government, service delivery and intergovernmental relations in South Africa: laws, policies and practices - Glenn Hollands
 - Monitoring local government service delivery: the MobiSAM project - Debbie Coulson
 - Introduction to Advocacy: Seven Steps - Derek Luyt
 - Evidence-based advocacy: using Annual Reports and other official documents - Glenn Hollands

Each group then produced an advocacy plan which was discussed and finalised at the workshop. Then they went back to their respective municipal areas to implement the plan. The Nxuba group advocated for the filling of vacant senior administrative positions (including a CFO) in the municipality. They also found out from their annual report that nearly twenty percent of unskilled posts in an area with rampant unemployment were vacant, so they also advocated for the filling of at least eight out of 23 vacant posts. The Baviaans group advocated for the installation of 40 flush toilets in

¹⁷ The submission was well received and PSAM has been asked to take part in a second discussion which will take place later this year before the policy is finalised and adopted by the Department.

¹⁸ Section 27 and PSAM had in the lead up to this been involved in various discussions with key senior decision makers who had requested civil society intervention to improve cooperative governance and ultimately service delivery. This correspondence was endorsed by various members of the Budget and Expenditure Monitoring Forum (BEMF) and resulted in certain functions of the Health Department being transferred to Provincial Treasury to try and improve access.

Steytlerville, These were budgeted for in the 2010-11 budget, but not implemented. The group undertook to find out why, and to ensure that the toilets were installed as soon as possible. The NMM group's aim was to educate a targeted 50 households on their right to basic services. They would also undertake case studies of 3 - 4 of the most vulnerable households to record in detail the problems they experience with services, billing, housing - to be presented to the ward councillor. They would also do the basic groundwork / research for referral of cases that are not resolved in the above steps to the Public Protector

Lessons/ reflection questions: These collaborations are on issues of national, regional or international significance. The questions that the MAP has to ask are: Does this fit within the scope of the MAP mandate? How does the MAP ensure that results of their international collaborations trickle down to the provincial advocacy efforts? How do these meetings contribute to the MAP's bigger picture? Does MAP reflect on the collaborations to determine their value add? How to use different expertise offered by these organisations to strengthen MAP's advocacy?

7.3. Advocacy through the Media

The media is an essential element of accountability in South Africa, and remains a crucial component of the MAP's advocacy strategy. The MAP continues to maintain a strong media presence with a wide range of media institutions and practitioners. The media approaches the MAP for comment on a wide range of issues, mostly related to breaking news regarding local, provincial and national matters of governance and service delivery.

The MAP is also often asked by both journalists and other interested parties for more detailed and in-depth background information relating to various aspects of governance and service delivery and to clarify more technical aspects of policy and legal frameworks. Assisting journalists and others interested parties in this regard takes time, but is appreciated by journalists and improves the detail and accuracy of stories covered.

During the study period the MAP issued numerous press releases, conducted several radio interviews and provided a number of comments to the media. Staff also assisted the media with background material or provided guidance. These interventions will be grouped as follows:

- Direct relevance to MAP goals
- The link to MAP's goals might be seen as not direct
- Emanating from the MAP research
- Press releases
- Broader expertise in the field

I. Direct relevance to MAP work

Over the 2 year period, the MAP was contacted by the media on a various number of issues, many directly linked to the work that the MAP is doing. These interactions with the media were on a wide variety of issues and can be categorized as:

a. General challenges facing various government sectors:

- Comment on the reappointment of temporary teachers in the Eastern Cape and the predicted cost¹⁹.
- performance agreements as a means of exploring accountability issues within the various tiers of Ministers, MEC and HoD's implicated in procurement failures throughout the Limpopo and Eastern Cape provinces²⁰.
- Teacher work ethic in Eastern Cape schools; provided statistics relating to teacher absenteeism and potential consequences of "lazy teachers"²¹.
- The education problems in the Eastern Cape²².

b. Specific issues relating to functioning of state machinery

- a municipal manager's suspension and subsequent intervention by the MEC of Local Government²³
- What consequences flow where there is no municipal manager in place²⁴.

c. Issues relating to public resources management

- Budget and human resource challenges in the Health Department and its effect on constitutional rights to adequate levels of healthcare access²⁵.
- An article on 2013/14 Budget Analysis findings and recommendations²⁶.
- The un-audited 2012/13 Eastern Cape provincial expenditure results²⁷.
- The Eastern Cape Department of Education 2013/14 budget²⁸.
- The Finance Minister's Medium Term Budget Policy Statement and efforts to reduce wasteful expenditure²⁹.

¹⁹ 20 July 2012: Zukiswa Kota to Daily Dispatch

²⁰ 1 Aug 2012: Zukiswa Kota assisted a Mail & Guardian education reporter

²¹ 22 Aug 2012: Zukiswa Kota gave comment to the Daily Dispatch

²² 19 Sept 2012: Radio interview for Khaya FM

²³ 10 Sept 2012: Jay Kruuse gave comment to the Daily Dispatch

²⁴ 6 Feb 2013 – Jay Kruuse gave comment to the PE Herald on

²⁵ 19 Sept 2012: Tokozile Mtsolongo gave comment to the Daily Dispatch

²⁶ 8 May 2013 – Yeukai Mukorombindo assisted the Daily Dispatch

²⁷ 21 May 2013 – Jay Kruuse gave comment to the Daily Dispatch

²⁸ 3 July 2013 – Zukiswa Kota provided comment to Mail and Guardian

²⁹ 24 Oct 2013 – Jay Kruuse interviewed by ETV's E-news channel regarding

d. Laws and regulations

- ICM Act provisions relating to coastal zone access and contextualization of angler drownings at Fish River mouth³⁰.

II. The link to MAP's goals might be seen as not direct

Some of the media requests, can on the face of things, be seen as not directly linked to the PSAM mandate. Such requests need the organization to reflect on whether to limit its scope and be specialist or to be generalists on matters concerning public resources management.

a. General governance or democracy issues or challenges

- A municipal council acting on the instructions of a political parties provincial office³¹.
- Comments by President Jacob Zuma with regard to cadre deployment³²;
- The South African police running out of fingerprint ink³³.

b. General Socio-economic challenges

- Implementation of mother-tongue to be the first language in the foundation phases relegating English to be the second "resource" language at schools³⁴.
- Investigation into Eastern Cape socio-economic conditions³⁵.

c. Requests pertaining to Access to Information laws

- Assisting a journalist to complete a formal request for records using the Promotion of Access to Information Act³⁶.
- Application of the Promotion of Access to Information Act³⁷.

d. Topical issues popular in the media

- The release of data by Statistics South Africa³⁸.
- Public Works expenditure on MEC's state house³⁹.
- Fracking⁴⁰.

³⁰ Nicholas Scarr gave comment to the Daily Dispatch

³¹ 10 Sept 2012: Jay Kruuse gave comment to the Daily Dispatch

³² 23 May 2012: Jay Kruuse gave comment to Mail & Guardian

³³ 2 April 2013 – Jay Kruuse gave comment to the Dispatch

³⁴ 12 July 2012: Zukiswa Kota assisted Daily Dispatch

³⁵ 15 May 2012: Derek Luyt assist Mail and Guardian and Reuters

³⁶ 17 Oct 2012 – Jay Kruuse

³⁷ 6 May 2013 – Yeukai Mukorombindo gave Comment to the Noseweek regarding

³⁸ 10 Sept 2012: Jay Kruuse gave comment to the Herald

³⁹ 20 April 2012: Jay Kruuse gave comment to the Daily Dispatch

- The death of initiates⁴¹.
- Census 2011 results⁴².

Lessons/ reflection questions: The MAP staff spend a bulk of their time dealing with media queries almost on a daily basis. It is clear that media is an integral part of the MAP advocacy strategy. But the MAP has no media strategy. Moreover, the media queries above are a clear example of how an organization can respond to all queries that have some aspect of its main area of focus but no direct impact on achieving its vision.

This raises a few questions: How can the MAP avoid the trap of being ‘used’ by the media and turn things around and ‘use’ the media to push its agenda? Does the MAP help the media to phrase the questions in a way that will highlight some pertinent issues that are raised in MAP research outputs?

III. Emanating directly from the MAP research outputs

It is crucial for any organization that produces research to use the media to disseminate the research outputs but also to raise awareness about some of the issues highlighted in the research. Over the period, the media had contacted the MAP when writing stories about issues raised in their publications. These include:

- The education reporter provided comment to the *Daily Dispatch* on the trends of under expenditure in Eastern Cape provincial government⁴³.
- The education researcher provided a draft strategic plan evaluation of the Eastern Cape Department of Education to journalists at the *Daily Dispatch* seeking information on the performance of the Department across various programmes⁴⁴.
- Following the dissemination of the Education Budget Analysis, the education researcher provided additional information and was quoted in the *Daily Dispatch* in an article entitled “Angie May Fail to Build 300 Schools”⁴⁵.
- The human settlements researcher assisted the *Daily Dispatch* who wrote an article on 2013/14 Budget Analysis findings and recommendations⁴⁶.
- The education researcher provided comment to the *Daily Dispatch* on the trends of under expenditure in Eastern Cape provincial government⁴⁷.

⁴⁰ 16 May 2012: Jay Kruise gave comment to Business Day; 16 May 2012: Derek Luyt interviewed by Algoa FM

⁴¹ 9 July 2013 – Jay Kruise interviewed by SABC Radio

⁴² 30 Oct 2012 – Jay Kruise gave comment to the *Daily Dispatch* with regard to

⁴³ In addition to placing emphasis on the need for greater oversight, Zukiswa reflected on the need to track expenditure.

⁴⁴ 18 Jun 2013

⁴⁵ 25 Jun and 29 Jun 2013. A similar article was published in the Herald newspaper.

⁴⁶ 8 May 2013

- The education researcher provided comment to the Herald regarding PSAM's findings and recommendations emanating from the PSAM's 2013/14 Eastern Cape Department of Education Budget Analysis and Strategic and PSAM's draft 2013/14 Strategic Plan Evaluation outputs⁴⁸.
- The education researcher gave comment to the Daily Dispatch on announced educator cuts in the province in addition to budget shortfalls experienced in the year⁴⁹.
- The education researcher's 2012/13 Expenditure Tracking Report's findings and recommendations on fiscal management in the Eastern Cape Department of Education were published in an article in the Daily Dispatch⁵⁰.

Lessons/ reflection questions: With all the stories mentioned above, in all cases but one, it was the journalists that seemed to be driving the direction of the stories. It is understandable that the media houses and journalists understand the needs of their readers, however, the MAP should take charge in driving the content that emanates from its own research outputs. This could be done by providing the media with a summary of key issues highlighted by the research.

IV. Press releases

The PSAM has released a few press releases during the period of the study. They were on a number of different issues, some highlighting the work of the PSAM, whereas others were responding to issues that were on the news.

- On 16 May 2012 the PSAM released a press release on fracking and the public's right to know;
- On 5 Oct 2012 the PSAM made a press release welcoming the Constitutional Court ruling setting aside the President's irregular appointment of NDP Adv. Simelane.
- In 2013 the PSAM issued a press release on the 2013/14 Eastern Cape provincial budget.
- On 23 April 2012 the PSAM press release on the termination of the Eastern Cape Department of Education Head of Department's contract;

⁴⁷ 20 May 2013. In addition to placing emphasis on the need for greater oversight, the researcher reflected on the need to track expenditure.

⁴⁸ 29 June 2013

⁴⁹ 1 October 2012. Comment was given based on an analysis of budget and expenditure trends in the Department and findings contained in the 2012/13 Budget Analysis by the PSAM.

⁵⁰ 13 Feb 2013

Lessons/ reflection questions: During this time only one press release was directly linked to the outputs of the MAP. The press releases are an opportunity for the MAP to ensure that they drive what's on the news with regard to the issues that the programme highlights in their research outputs. The former human settlements researcher acknowledged that she write many press releases at PSAM as an individual researcher, and the few she did got some attention but the joint press releases they released together as MAP team those gained more traction and turned into big stories. Yet the MAP is not using this opportunity as much as it should.

V. Broader expertise in the field

The wide range of topics that the media sought PSAM expertise might be an indication the regard the media has for the skills that the PSAM has. The media asked the MAP researchers numerous questions that required deep understanding of the sectors that these researchers work on. The media enquiries portrayed PSAM expertise and can be divided into the following categories:

a. General expertise on the sector each researcher works on

- The education researcher gave comment to the Daily Dispatch regarding the shortage of math and science teachers⁵¹;
- MAP Head gave comment to the Daily Sun on EC Health Department issues⁵²;
- Education researcher gave comment to the *Sunday Times* in relation to the failure by the Department of Basic Education to meet target deadlines for infrastructure within the Accelerated Schools Infrastructure Delivery Initiative (ASIDI)⁵³.
- The education reporter gave comment to the *Daily Dispatch* on the 'ageing' profile of teachers in the Eastern Cape, the potential consequences on the sector, the reasons for the status quo and suggestions for improvement⁵⁴.

b. Expertise on policy and regulatory framework on each of the sectors the researcher work on

- The education researcher provided comment on the lack of policy support for the school nutrition programme in the Eastern Cape⁵⁵.

⁵¹ 21 May 2012

⁵² 23 May 2012

⁵³ 30 Apr 2013. The programme has been extended from a period of 3 years to 5 years.

⁵⁴ 24 Jun 2013

⁵⁵ 29 Jun 2013. The additional information was extracted by the journalist from the 2013 draft strategic plan evaluation and final budget analysis which highlights the changes from a centralised to decentralised feeding model and the subsequent policy gaps. The findings were published in an article in the Daily Dispatch entitled "Schools Feeding Scheme not supported by Policies".

- The education researcher provided comment to the Daily Dispatch on the release of the Draft Infrastructure Norms and Standards by the Department of Basic Education⁵⁶.

c. Expertise emanating from the direct work of the MAP researchers

- The human settlements researcher provided comment to the Africa Centre Magazine on the delivery of housing over the last decade⁵⁷.
- The education researcher gave comment to Daily Dispatch relating to a statement by the National Minister of Education following the release of the Annual National Assessment (ANA) results⁵⁸.
- The human settlements researcher gave comment to the Daily Dispatch on the provincial 2013/14 budget speech⁵⁹.

8. Conclusion

The MAP aims to improve public service delivery and enhance the progressive realisation of constitutional rights. Its activities are mainly research oriented. In addition to these key documents, the MAP responds to requests from civil society and media to provide analysis and comment on government budgets, strategic plans, and the extent of their good governance.

The study found that during the 2 years reviewed, there are indications that MAP outputs have had a direct impact on the government as a main targeted audience. Acknowledgement by government officials indicate the different levels of recipients of the MAP outputs, some of which have direct influence in policy development and effecting the change that MAP wants to see. The MAP research outputs led to the officials acknowledging MAP expertise and consequently seeking expert assistance from the MAP staff.

There are examples listed in the study that are an indication of the impact of the MAP advocacy and the organisation's impact on the plans of the departments monitored by the organisation. The government seeks MAP expertise as a result of the credible research outputs produced by the MAP and the MAP using this to set some of the department's research agendas. Moreover, the MAP has built credibility as experts in PRM and governance in general in South Africa to the extent that they are sought by government established institutions as well as those institutions created by the constitution.

⁵⁶ 20 Sept 2013

⁵⁷ 8 Oct 2012

⁵⁸ 13 Dec 2012

⁵⁹ 4 Mar 2013. Again on 7 March 2013, Yeukai Mukorombindo provided comment to SABC radio on the provincial 2013/14 budget

However, there are areas that the MAP could improve on, in order to improve its advocacy impact. First, the MAP has to use its outputs to push more the government's agenda by highlighting issues that its outputs pick up as challenges, especially those that are recurring and ensure that the research and policy divisions take those in account in their research and policy analysis. Secondly, the MAP should make more effort to set the oversight agenda by influencing the researchers appointed by legislature, who will in turn influence the MPLs. The PSAM needs to nature these relationships and seek more collaboration in order to have more influence on the law makers.

Thirdly, the media is an essential element of accountability in South Africa, and remains a crucial component of the PSAM's advocacy strategy. The MAP staff spend a bulk of their time dealing with media queries almost on a daily basis. However, the MAP currently does not drive the media agenda as the organisations mostly respond to issues that are raised by the media and that do not always play a significant role in achieving goals of the organisation. The media can sometimes muddle things up if there is no clear media advocacy strategy for an organization. It is understandable that the media houses and journalists understand the needs of their readers, however, the MAP needs to take charge in driving the content that emanates from its own research outputs. It is suggested that this could be done by providing the media with a summary of key issues highlighted by the research. An alternative is to issue more press releases. The press releases are an opportunity for the MAP to ensure that they drive what's on the news with regard to the issues that the programme highlights in their research outputs. There is evidence that the joint press releases organisation released together gained more traction and turned into big stories.