BUILDING CAPACITIES OF CIVIL SOCIETY ORGANISATIONS FOR EFFECTIVE MEDIA RELATIONS

Input for Strategy Paper

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TACSO

SIPU INTERNATIONAL
SWEDISH INSTITUTE FOR
PUBLIC ADMINISTRATION

This project is funded
by the European Union

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Introduction

Recent findings in the region show a more or less clear direction for the relations between CSOs and the media. This direction indicates that the trust between the media and CSOs is not very high; the media do not see CSOs as a helper in building democracy and reaching the citizens; CSOs do not see the media as an independent actor towards the civil society and the citizens; and neither have strategies on how to work together.
In June 2013 TACSO organised the workshop "Connecting the Links – Capacities and Relations between CSOs and the Media" in Prishtine. The purpose of the workshop is seen as a first step into connecting the links direction. Namely the intention was to have a meeting with resource people from CSOs in the region and the media that will help provide input so that TACSO can create a strategy or a guideline on CSOs and the media, which can be used in the future.

The first step in this process is that TACSO will try to formulate what should be done in terms of capacity building of CSOs so that they have the skills and tools needed in order to be able to cooperate with the media and/or have a dialogue with the media in such a way that they are respected, this is where the participants' inputs are pertinent. The second step would be to develop an action plan of next steps, which will also hopefully involve the media.

The document "Building Capacities of Civil Society Organisations for Effective Media Relations" as input for strategy paper was additional outcome of the Workshop.

The document was developed by Ms. Majda Tafra Vlahović.

The idea is that this document will be instrumental in drafting of the TACSO strategy for future, in particular the part related to the communications.

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0. Definitions

The definitions of terms listed bellow indicates how they are used in this particular document and by no means implies imposing these definitions in any other context.

CSO Communicator – As it has been reconfirmed also in the *Missing link* report, persons exclusively engaged in the positions that are usually called Public Relations Manager, Public Relations Officer, Communications Officer, Information Officer, Social Media Manager etc. are very rare in civil society organisations . It is generally assumed that only big civil society organisations with a greater number of fully employed people can afford to employ a person only for communication management. *CSO Communicator*, therefore, is a person who, most probably, partially fulfils the role of external and internal communication in a CSO organisation. It might as well be that more than one person fulfil these roles. *CSO communicator* is a person who is professionally engaged in communicating with publics and stakeholders, including the media.

Public Relations – Among couple of hundreds definitions of Public Relations, for the purpose of this report we use the definition that *Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organisation and its publics and stakeholders; a sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics*" (an adapted version of a couple of definitions; Harlow, 1976, Gruning, 1992, Tench&Yeomans, 2006; CIPR, 2005).

Media relations – highly demanding, constantly changing and competitive area of public relations practice, managing relationships with media as a stakeholder relationship and as a relation with key channel of communication through which other stakeholders are accessed.

Capacity building – definition which encompasses human, scientific, technological, organizational and institutional resources and capabilities. A fundamental goal of capacity building is to enhance the abilities of stakeholders to evaluate and address crucial questions related to policy choices and different options. Differences are made between human, institutional and infrastructure capacity. Human capacity building refers to the education and training of individuals to be aware of, access, use and develop skills and competencies. Institutional capacity building is focused on developing and fostering a social environment for citizens while infrastructure capacity building is related to the hardware, software and other technology required. *Capacity building* is here particularly used in a sense of human capacity building of communication professionals taking into consideration that this relates to institutional capacity building as well.

Knowledge – what practitioners are required to know to perform their job.

Skills – The activities involving ideas, people or technical skills which practitioners perform with ease

Competency – The combination of skills, knowledge and personal attributes that leads to superior performance for practitioners

1. Introduction and Background

1.1 Introducing the subject

On June 12 2013, TACSO regional office had organised a regional strategic workshop titled "**Connecting the Links – Capacities and Relations between Civil Society Organisations and the Media**" in which approximately 60 participants from TACSO covered countries and TACSO staff participated.

The objective of the workshop was to tap into the knowledge of media and CSO experts and practitioners in order to assist TACSO with inputs for a strategy of relations of CSO and the media, or effective CSO media relations as a function, which could be used in future.

The baseline study that provided insights into the relations of civil society organisations and the media in TACSO covered region was the research about CSO - media relations titled *The Missing Link*, hence, the title of the workshop. The task of the participants was to indicate possible links and connections that need to be built and further developed between civil society organisations and media.

External consultants specialised in participatory workshops were engaged to facilitate four working groups that focused on

- How to improve the relationship between Civil society organisations and media - strategic direction;
- Capacity of civil society organisations to engage and become visible in the media - developing public relations and media relations skills;
- Capacity of civil society organisations to use new technologies, new media and social media for various purposes - social marketing;
- Ability of civil society organisations to use social media for campaigns, advocacy and community mobilization (behaviours and communication change);

Before the workshop, TACSO had organised country based consultations that resulted in concise descriptions of challenges of the problems of media - CSO relations and proposals how to overcome them. The notes and inputs during the plenary and group sessions were based on experience and expertise of the participants many of whom were competent in both areas and motivated to contribute to the improvement of a CSO-media relationship that had been considered challenging in many aspects by the majority of them.

The *Missing link* report, the country notes and, finally, the inputs from working groups based on the notes taken and approved by the facilitators, as well as the notes of the main facilitator taken during the process before the workshop and during the workshop itself, have been used as basic documents for these strategic inputs. As stipulated in the terms of reference, the inputs have fundamentally been strategic and indicate strategic directions, not operational or tactic road maps or aspirations. However, during the workshop, a number of valuable ideas of a less strategic and more tactical nature emerged. These, when in line with the proposed strategic directions, have been included at the end of the document to serve as an additional source of valuable ideas for further consideration and planning.

1.2 Overview of the situation

The relationship between the media and civil society organisations can be considered one of the main pillars in the success of public relations function of an organisation which has as its aim creating trust and achieving common understanding of the organisation with its stakeholders and publics it serves. While this general statement applies to all organisations regardless of the social sector they belong to, it is even more relevant to the civil society organisations whose mainstream activities are focused on social interests and the rights of citizens.

If the reason fort being of civil society organisations is to broaden the limitations and boundaries within legal social framework and sometimes even beyond it, then this core function of civil society organisations can hardly be realised without the support of media and developed function of media relations.

Needless to say, the state of the media, particularly the part of the equation that involves increasingly powerful new media that have deeply shattered the holding concepts about public relation planning and implementation, depends primarily on social, political and economic contexts of the society in which media operates and, of course, on the economic and political positioning of the media organisations themselves. Traditional print media are losing commercial battles everywhere in the world and many are going down fighting to the last minute. At the same time, some other traditional and some new media are gaining huge new publics, and TACSO covered countries are no exception in this. As the situation in that respect differs for various countries, it is recommended in the elaboration of these inputs for media strategy/tactics on national levels, more detailed PEST analyses be made for each country in connection to media markets. For the purpose of this strategy, though, some general remarks that apply to all the countries need to be singled out as follows, with the remark that those listed here by no means exhaust the list. To be kept on mind when evaluating the relationship of the media and civil society organisations, therefore, are the following contextual elements:

- Economic crisis and recession affecting citizens and consumers of media content
- Political instability and related controversial issues in some countries combined with unrest and turmoil
- Global lack of trust of citizens towards politicians and governmental structure in general
- Raise and sophistication of technological means of communication combined with the quest for higher transparency

The results of *The Missing* link research acknowledge unregulated or insufficiently regulated public spheres in the examined countries. Those challenges from the research that focus on the main problems in the relations of media and civil society organizations are of primary importance for the requested strategic inputs regarding CSO- media relations. The research makes a point, and it was reconfirmed on the workshop, that fundamental problems that burden this relationship are mainly based on the lack of knowledge and understanding about each other and this relates to the weak capacities of the media and civil society organizations and internal and external problems in their functioning.

The main conclusions of the report are grouped in themes (mutual visibility, awareness, communication, trust and cooperation). These problems were additionally elaborated and supplemented during the working groups and frame three main problem areas that lead further to three main strategic pillars.

The first problem area is the **lack of knowledge and understanding** of both media and CSO organisations about what is it that the other side does and how can this can be used in activities of organisations on both sides aiming to achieve organisational goals. This set of problems is related to their internal procedures and processes, to the overall environmental context but also to the lack of competences and skills of professionals to understand how the other function operates and what are its missions and goals. All three sources of information, (*Missing link*, country meetings and workshop groups) point to the lack of knowledge as one of the main source of misunderstanding. Media do not know what civil society organisations do and what is their role in democracy and civil society organisations do not know how the media function, do not understand their priorities, and do not follow the rule of relational communication that has been shown in previous external studies in some countries of the TACSO covered region to be the dominant type of communication particularly in the case of communication of civil society professional with journalists. In addition, while journalists do not know what is it that civil society organisations do and, in the increasingly commercialised media market, civil society organisations do not offer them stories that sell, CSOs show, apart from not knowing how to initiate relations with the journalists, unsatisfactory knowledge and lack of necessary skills to master communication with the media and use media for advocacy purposes. In essence, lack of capacity in competencies and skills and lack of knowledge and understanding of the overall environment in which the other side operates is one set of

problems that heavily dictates the negative score in relationship between media and civil society organisations in TACSO covered region.

The relationships that are, thus, sporadic or even none-existent are, further, heavily burdened by the **insufficient mutual trust** or lack of it. Both media and civil society organisations share a number of prejudices about the other side which contributes to the lack of trust and prevents them from looking for options to build quality relationship. In general, journalists seem to trust CSOs in the matters of general social problems and issues related to civic rights and alike, but are, at the same time, often prejudices against civil society organisations as foreign funds dependent bodies that do not have public interest goals, that contribute to further culture of dependence etc. The lack of trust found as a problem between media and CSOs in TACSO region, however, needs to be considered in light of global dynamics of category of trust which is best elaborated in the *Edelman Trust Report*, a big global research published annually which warns of the global erosion of trust.

The information on trust or the lack of it pointed at in the Missing link report and other two sources, leads to the conclusion about the need to monitor trust of publics to civil society organisations. This is not only important in comparison with global trends where civil society organisations have a certain reservoir of trust with the general population (as opposed to politicians and corporations, for example), but also in relation to data obtained in the secondary research within this strategy paper that has led to the conclusion that it is obvious that the trust in traditional media by the general public is on rise in some of the countries in TACSO region (B&H, for example). It might be assumed that the problem of trust between civil society organisations and media is not necessarily only linked to the overall problem of trust that is eroding globally but also to the specific external and internal circumstances that are related to the media and civil society organisations relationships in TACSO covered region. As one of the consequences of both sides doubting "sincerity" and commitment to social causes of the other side, it becomes very difficult for civil society organisations to use media for the purpose of advocacy of socially needed policy alterations or reforms. Advocacy, at the same time becomes crucial strategic direction in using communication to improve CSO media relations.

Finally, the third cluster of problems in the considered relationship builds on the lack of trust and is framed as the **lack of collaboration and the absence of efficient communication**, manifested also as lacking procedures, standards and strategies on how to approach the other side and how to build a mutually useful relationship that would lead to fruitful cooperation and ultimately fruitful partnerships. Public relations function in civil society organisations in TACSO covered countries are not necessarily opposed to media particularly because the two roles are, and can be, in compliance and supplementary to each other. It has been pointed out, as one of the conclusions of the previous research and assessments, that there is certain presence in some areas of substantial reservoirs of good will to improve relationships and raise them to the level of collaboration. This is very encouraging because it shown that with adequate targeted interventions positive change could be achieved. Effective communication is the building brick in the wall of collaboration and partnership on which successful relationship resides. Currently, civil society organisations use communication models that are not always most efficient ways of communicating to journalists, and, in addition fail to closely monitor and evaluate media coverage or evaluate it from the point of view of social interest.

2.Strategic framework for improving relationships between civil society organisations and media

It is very important that the communication process taking place between civil society organisations and the media be all the time assessed in light of the fact that media are not only a stakeholder and publics to CSO but even more so, the channel through which civil society organisations can reach other stakeholders and publics that are crucial to them and their missions. Relationship between public relation functions of civil society organisations and journalism are synthesised as normative models of journalism and two ways asymmetrical/two way symmetrical communications between civil society organisations and the media. This synthesis yields four models of public communication currently operating in TACSO covered countries with an impact on relationship building that form a strategic framework for effective communication between civil society organisations and the media.

The first of the models in which this communication takes place is the **commercial model** where the CSO communicator or the person in that role and a journalist are in the position of sales people with the aim to satisfy in the best possible way the interest of the client organisation. In this model, civil society organisations target media at a market and media only adopt the content that can be sold at the market. This model is very present in TACSO covered countries. No doubt that that one of the main challenges relates to the fact that civil society organisations do not know how to serve media, they lack competencies and skills to target media with the attractive messages, human rights stories etc. Yet, in order to make a progress towards cooperation with the media, civil society organisations need to use commercial model of relationship with the media and need to be better equipped to be able to use it. In this particular model there is no clear difference between public relations and journalism. It should not be forgotten that there are risks related to the commercial model too, particularly for civil society organisations which are not commercial entities and should not put themselves into positions that compromise their mandate and their social purposes for commercial reasons.

Persuasive model is another model of public communication which both sides share since they, in more or less open way, show the tendency to impose their interests or interests of their organisation on publics. In this model which is asymmetrical by its nature the goals of civil society organisations and journalism are similar and cooperation oriented. In TACSO covered countries this model of public communication is rarely used by both media in relation to civil society organisations and by civil society organisations themselves. It is not clear from the data at disposal, whether such a model is   recognised as powerful and useful communication model on a larger scale. The assumption is it is not, since the persuasive power of civil society organisations towards media outlets is clearly the problem. CSO communicators, therefore, often lack persuasive skills and other people skills to impose their themes on the public agenda via media. On the other hand, media use persuasive model in communication with publics and exercise a great power to influence attitudes and behaviour. That power is then, often not used enough for social interest, because social interest in media activity is mainly suppressed by commercial interest.

In **critical model** of public communication, liberal journalism has the role of a watchdog and focuses on the interest of the audience, while public relations focuses on the organisation aiming to protect the organisation against attacks from the media and to send positive messages. Many examples were given during the research and the workshop of this type of communication model, particularly in the case of civil society organisations being targeted by media as not fulfilling their social role, not having transparent policies and procedure etc. The messages by the civil society organisations and the criticism by media are in this model complementary but because of different goals the conflict is necessary part of their relationship based on this model. Again, civil society organisations lack capacity to present their policies and procedures transparently and gain media approval instead of criticism.

Finally, what has been found to be the least used and should be the subject of commitment of both sides is a **dialogical communication** where civil society organisations and media communicate on the basis of two-way symmetrical model of communication. This model of communication whereby the organisation is ready to alter its initial positions based on the feedback and the reaction of the other organisation, stakeholder or publics, is rarely implemented by civil society organisations in TACSO covered region, mainly for the lack of knowledge about dialogical communication or the lack of skills to impose that type of communication. Media, particularly new media, however, do use dialogical communication increasingly and are therefore also valuable channel for indirect dialogical communication of civil society organisations with their publics. In this type of communication to which both side should commit, the relationship of the two sides would be based on the cooperation.

The four models of public communication develop a framework that portrays the area of potential cooperation between media and civil society in supporting the mutual goals of promoting and protecting social interests. This framework serves to position media relations of a civil society organisation in efficient communication terms. This positioning of media relations, in addition, needs to be considered within the pattern of media relations which function not only as traditional media relations but also as network based media relations which

adds new quality to the concept of media relations of an organisation. It is particularly relevant for civil society organisations in the TACSO region because it carries the potential to broaden the scope of their interest which is related to an increased power of new media and velocity of change of new technologies.

In that respect two types of strategies for media relations need to be considered; classical media relations based on objectivity and neutrality and network made media relations based on subjectivity and neutrality. On the media side these two types of media relations address professional media which are divided on media positioned within traditional journalism and open journalism and participatory media which are placed within the area of the so called citizen journalism and the social media sphere as shown bellow.
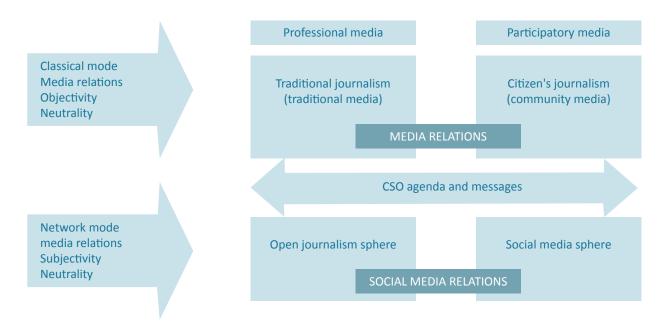

Figure 1: Specific landscape of media relations of CSO in environment changed by new media (Adapted version of generic media relations model by Spachmann, Huck-Sandhu,Stehle, 2013)

The relevance of this framework for the assessment of media and civil society organisations increases rapidly, since, with the changing media environment and the evolving online atmosphere, traditional media relations strategies are shifting to practices that are more relevant to social media environment. In this framework that can describe majority of media and organisations current situations, the open journalism (journalism practiced by organisations, civil society organisations included) and the traditional journalism remain the basic mutual ground for the development of this relationship and use of media for civil society organisational goals. The most evident example of the scope and influence of open journalism outlet would be TACSO newsletter and related links that demonstrate the need for a civil society organisation, or their cluster, to coordinate activities both within traditional media relations and social media relations. Apart from traditional media relations, civil society organisations address also participatory media which is of primary importance for media relations and promotion of their mandate and role in advocacy they play in the society. Social media relations, on the other hand, use different tools within their linked networks to access citizens through open journalism and social media sphere. As it is evident from the model and can be concluded from the numerous practical insights, successful media relations of a civil society organisation (or a cluster of those organisations if they decide to unite strengths in order to achieve better communication results, and, therefore, form a cluster of organisations) need to develop both types of media relations in order to be able to communicate successfully efficiently with their publics and use media for their organisational goals.

3.Strategy pillars for civil society media strategy in the countries included in TACSO project

The strategy for media relations of an organisations should, as it has already been pointed out, be developed as a part of an overall communication strategy, or public relations strategy that is to be considered as an integral part of the overall organisational strategy. While this basic assumption stands for any organisation regardless of the sector it belongs to, it is particularly important that it be treated as a basic rule in developing a strategy for an organisation that belongs to the civil society. In fact, civil society organisations, per definition, are supposed to use media in implementing their organisational goals because of the public interest they represent and promote and the wide publics they need to reach in implementing their mission. For that particular reason any strategic input for future media relations of civil society organisations in countries included in TACSO project would need also to relate to the general strategic goals of TACSO project in order to achieve the maximum needed synergy.

Possible links between assumed future TACSO objectives and media strategies of civil society are added at the end of this strategy paper as an example to consider when drafting future strategies of TACSO and planning to bridge the gap that evidently exists between the media and civil society organisations. For the purpose of this strategy input, though, and according to the situation analysis drafted previously and based on three main inputs of information on the relationship between the media and civil society organisations in TACSO covered region (the *Missing link* report, the working groups at the *Missing link* conference, the country notes from pre-conference meetings and the secondary research by the main facilitating consultant) three strategic pillars are proposed as shown in the figure below.
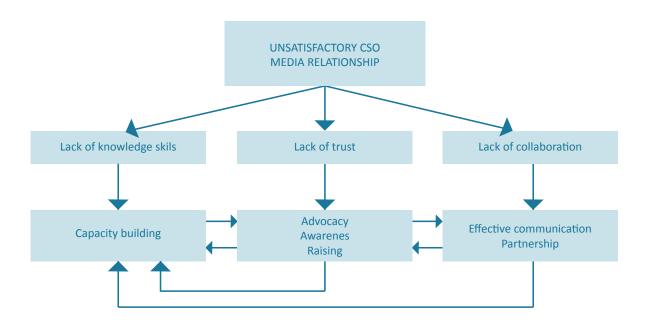

Figure 2: Proposed strategy for assisting civil society organisations in countries included in TACSO project to improve the relationship between media and civil society organisations

The problems, lack of knowledge and skills, lack of trust, and lack of collaboration, direct to three possible strategic pillars; capacity building, advocacy and awareness raising and campaigns and effective communication aiming to lead to future, more intensive, collaboration and possible project based partnerships. The intervening strategies which, in some cases, might also directly target both media and civil society organisations are in most of the cases focused on civil society organisations. The main strategic direction in that respect would be in the area of capacity building along the strategic lines proposed here, and also in advocacy and effective communication which both also rely on capacity building as the main strategy.

The integration of these strategy pillars into the overall strategy planned for interventions within overall project gals relies on the dynamic interaction between the pillars that feed into each other. In other words, building capacities of a CSO professional dealing with media relations function (CSO communicator) in effective communication, partnership brokering and advocacy, for example, improves his or her capacities as a civil society communicator in media relations. In addition, not only do advanced media relations capacities of civil society organisations employees and volunteers contribute to more effective relationship with the media, but also feed into enhanced advocacy skills and partnership competences which contribute to their capacities in their overall activities and work in the civil society context. The strategic model is, therefore, dynamic and subject to changes but the most of the weight or the first strategic choice is – building communication capacities of civil society members dealing with communication function.

3.1 Strategic Pillar 1: Building capacities of civil society communication professionals in knowledge, skills and competencies

Civil society organisation professionals engaged exclusively in the roles of media relations function are rare, mostly in big civil society organisations. For this reason the assumption is that capacity building would need to target one or more persons in the organisations who are dealing with media relations, or CSIO communicators. The research has shown, in addition, that when there is one person dedicated to this function, it is often a junior non-experienced person, in which case additional capacity building would need to focus on basic areas related to organisational communication and public relations, media relations included. In any case, as it has been proved beyond doubt that civil society professionals lack competencies and skills in this area, capacity building is therefore the first and more important strategic trust.

Capacities that need to be assessed in the framework of new model of media relations as it has been presented previously must be considered also in the context of some new realisations and available data about the competencies and skills for communication professionals. Namely, these data apply to communication professionals in all sectors, who are, presumably already educated, at least some percentage of them, in communication strategies and techniques. Yet, the development needs of communication professionals are so complex and changing that there is an evident gap in skills and competencies they need in their work and those that are offered to them. Needs for the development are the strongest in Eastern and Southern Europe, particularly in management skills, management and core strategies knowledge. (ECOPSI, 2013). These findings are based on self-perception of communication professional and the biggest change is related to social media specialist competence, since there is a large gap between the perceived importance of social media tools of communication and the actual rate of implementation, . European communication professionals consider online communities or social networks as by far the most important social media tools available but have shown the tendency to overestimate is influence in the overall use of the organisations. The communication role matrix that lists basic competencies needed in the role serves as guidance for planning needed capacity building strategies, as follows in the table bellow.

COMPENTENCY	KNOWLEDGE	SKILLS - HARD	SKILLS - SOFT (Human and conceptual)
Counselling (build relationships, consulting, coaching)	Languages Intercultural theory and issues Learning curves (co-workers, partners) Personality profiles	Diversity Consulting Consensus building Negotiation	Team building Conflict resolution Persuasive communication Motivation
Organising/executing (planning, making it happen)	Organisational strategy Financial systems Planning systems Project management	Writing Strategy Planning Project management Time management Administration Organisational skills Creativity with budgets Fund raising	Strategic thinking Planning Decision making
Managing (cross functional awareness, business focus)	Management/programme management Economics Branding Law Knowledge about own organisation Business systems General knowledge Risk management Stakeholder management Public affairs/political dynamics Change management Language of the Board Understanding of own programme model	Mapping (organisational network systems) Leadership	Negotiation Influencing Delegating Managing people Sense of timing (when to communicate)
Performing and creating (craft e.g. writing, design, presentation)	New technologies Communication Process WEB 2.0 tools and effects on organisational communication Media systems and structures Intercultural aspects of communication messages and products Global media environment	Writing Editing Design skills Computer writing skills Multi media skills Visioning Verbal coherence/concision	Communication Presentation Creative problem solving Story telling
Analysing/interpreting (research, listening)	Research and analysis methods Human Resources (HR) policies and links to communication Prediction/forecasting Monitoring tools Web monitoring tools Listening, understanding and interpreting trends, linking them to business strategies Recognising trends	Critical thinking Reading comprehension Research Social environmental analysis	Forecasting Listening
Supporting/guiding (vision and standards, ethics, developing others)	Organisational governance Ethics/ethical frameworks Legal Issues		Visioning

This organisational competence Compass applied to the civil society organisations is complemented with a development communications perspective, as the contemporary civil society demonstrates its ability to initiate change and service the strength of citizens in national and global contexts. Needless to say, each civil society organisation would need to fine tune its strategies and draft capacity building plans that would fit its basic needs in media relations, and a proper needs assessment would have to be done before deciding on which trainings to use in which country/region or type of civil society organisations.

On the level of a project like TACSO, though, civil society organisations committed to advancing democratic changes should, presumably, have communicators who have adopted the spirit and mission of developments communication perspectives. The person in a function of CSO communicator in that context would be somebody with multifunctional entrepreneurial skills and competencies as pointed in the communication role compass and also a critical communicator who in media relations strategy of a CSO relays on a number of trends. CSO media relations should play a central role in CSO endeavours to be viewed as being in a leadership position in strengthening engagement in civil society. Professional in communication role should be critical of potential corporatisation and marketisation of civil society organisations and take a leadership position in a CSO to engage media in its democratisation efforts. A professional in communication role in CSO should apply holistic approach in communication with stakeholders; media included integrating areas like communication, management, leadership, media production as stipulated in the Compass. Because of accessibility to the publics enabled by new technologies CSO communicator would be particularly engaged in new media.

Proposed strategic sustainable inputs within capacity building strategy would need to be based primarily on the results of needs assessments and would probably be custom tailored to those needs along the lines of communication knowledge, skills and competencies included in the above described organisational competence matrix. As a general framework for capacity building strategy, following strategic directions would need to be included in a generic model which could be applied in all TACSO covered countries and adapted to the needs. This model would include:

- General management skills and competencies
- Classic media relations
- Social media relations
- Inter-personal communication
- Stakeholder dialogue, public speech and persuasion

3.2 Strategic Pillar 2: Building capacities of civil society professionals in awareness raising and advocacy with special reference to media relations

One of major issues that emerged as a crucial problem of media relations of civil society organisations was the CSO insufficient ability to use media in the framework of community mobilization and awareness rising. Some of the challenges identified in that respect were: understanding the purpose of using the media and understanding the media as a whole; sending "the" message that would inspire media and make them advocates of CSOs and their missions and getting attention of the media; using right resources (human and financial) or rather, lack of adequate resources and institutional support and the pressure to meet the objectives without them, low public awareness about media and CSOs and the controversial public perception on CSOs and no clear understanding of CSO role in society as well as the need to expand audiences and donor visibility requirement. Relationship building with other stakeholders, particularly media as a problem surfaced the deeply rooted issues that underline challenges and that is the lack of trust which leads to the need to raise awareness among journalists and media about CSO activities and missions and build trust.

Therefore, the second set of problem that has been selected as one of the main challenges of the relationship between civil society organisations and media is the lack of trust, or, insufficient trust which leads to a number of problems in their relationship.

The most agreed upon definition of trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another. Trust is normally treated as a perception by the follower of the leader or upper management of an organisation; however, it can also be elevated to the group or climate level. Collective trust, or trust elevated to a level consisting of more than one individual, is a shared perception by followers that the organisations team attempts to act in accordance with stated beliefs about goals. In case of CSO and media, the lack of trust concerns in particular a belief about the ability or willingness of the «other side» to act in line with its mandate and social position. This relates to the concept of trust between leaders and followers as the media show lack of willingness to support CSOs in their social role and refuse often to understand and accept their leadership role.

Trustworthy behaviours such as open communication and showing concern for the citizens also have an impact upon trust in the leaders and CSO officials. Furthermore, the perceptions of organizational support and organizational justice as well as participative decision-making procedures are deemed important for the creation and sustainability of trust. The more followers believe that their leaders are being true to themselves and behaving in accordance with their deeply held beliefs, the more followers may take a risk by offering further dedication to the top management in an organisation and the same applies in great deal to the behaviour of journalists when it comes to trust in civil society organisations and their commitment to organisational goals.

There has been a significant erosion of trust globally; yet, trust remains an essential indicator to monitor before making any assumptions about possible future trends. One of the best sources about the trend in the category of trust is yearly Edelman Trust Barometer. The 13th annual Edelman Trust Barometer is the agency's largest exploration of trust, to date, and the largest survey of its kind. The 2013 trust survey demonstrates what could be called a serious crisis of confidence. Although the trust in civil society organisations is still higher than the trust in politicians or business executives, the trends of erosion of trust and an increased pressure on organisations are evident. In extending this pressure, media act as a channel that conveys pressure from the general public but also a key stakeholder that expects an organisation to «earn» trust rather than receive it as a gift.

The criteria for leadership in civil society organisations has changed and the communication development has imposed the stronger demand for authenticity of organisation and integrity of leaders. There is an overall communication in the global world that leaves organisations and leaders in the spotlight, exposed to public judgement. Edelman Trust Barometer authors interpret this as a quest for new type of stakeholder dialogue and engagement. While insisting on adding, what they call, horizontal peer to peer communication to traditional vertical communication or cascading the information along the line of authority distribution, they, in fact, refer to the known (at some point, controversial) Grunig`s fourth model of organisational communication, the so called symmetrical two-way communication. What Grunig had foreseen in this model was two-way communication whereby the organisation would, when needed, adapt to the attitudes of the publics and stakeholders. The model in that context remains particularly relevant for the issue of trust in civil society organisations.

These organisations, those in countries where TACSO projects is present included, are confronting a rapidly changing landscape, shaped by broad, secular forces shaped by the digital network revolution, the reality of a global economy and the appearance and empowerment of myriad new stakeholders. This last force is particularly overwhelming. In addition to the familiar intermediaries and constituencies with whom organisations have interacted in the past, there is now a diverse array of communities, interests, individuals, all of them powerful, all of them not only consumers of information but creators of any information they can think of. Organisations no longer control their identities, value propositions and the content of the messages about themselves, they no longer segment and target audiences, they no longer have distinct expertise and control over the channels of communication. The opportunity is in building an authentic organisation which is based on the imperative of trust at all three levels: the individual level, the organisational and the societal level.

The leadership of these organisations faces four key challenges: the civil society organisation must define and activate core values in new ways; the civil society organisation must build and manage integrated, multi

stakeholder relationships, particularly with the media; the civil society organisation must enable its people with "new media" skills and tools and finally, the civil society organisation must consciously build and manage trust in all its dimensions.

How does that translate into a communication model that would be strong and empowering to embed into the organisation all these demands and challenges and help raise awareness about its social contribution to the general public via media and its valuable actions to media themselves?

The so called Building Belief Model launched as a generic organisational model by Arthur W. Page Society in 2012, suits the need of civil society organisations in this respect. As the name suggests, it is based on the fundament of trust and starts at the very core of civil society organisation- its organisational character. In the model, in order to meet the challenge of authenticity two important dimensions need to be fulfilled in communication function leadership role. The first is the definition and activation of organisational character, its unique identity, purpose, mission, values. Activation is an ongoing process ensuring that the civil society organisation behaves in a manner consistent with its stated character.

The second dimension is building advocacy at scale. There are billions of individuals out there who can share ideas and opinions and organise to act. The importance of this is crucial for civil society organisation not so much because of the power of sophisticated technology that enables these billions of stakeholders to communicate among themselves and organise for action, but because of the reasons why they would do that and what they would decide to do. If they are witnessing the consistency of organisational character and are convinced of civil society organisation authenticity they are motivated to become its advocates. It is therefore not only about engaging public but about engaging individuals, not only to impact their attitudes and therefore behaviours, but to inspire them to action and genuine advocacy on behalf of the civil society organisation. Sounds almost like the science fiction or distant future, but in fact, that is exactly what is happening as we write, millions of people are exchanging opinions about civil society organisations and advocating them further, becoming advocates, or, becoming the enemy, because it works the other way too.

Implications for the communication function are multiple and the Building Belief model develops process at operational level elaborating on the fundament of inspiring belief which leads to action and advocacy at scale which then again further inspires belief as shown in the model bellow.
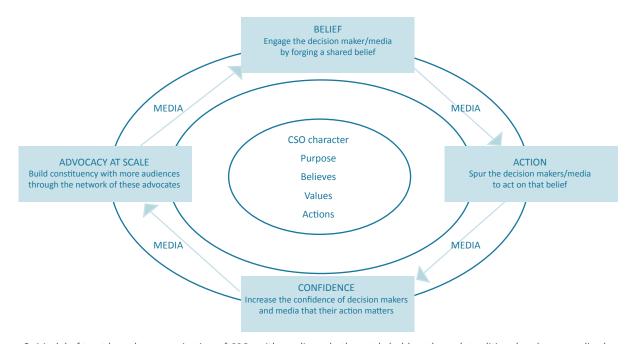

Figure 3: Model of trust based communication of CSOs with media and other stakeholders through traditional and new media channels leading to advocacy at scale.

Implications of this for the relationship of CSO with media and its reputation with general public are dramatic. If organisational reputation is related to its two other intangible values – brand and trust – as crucial factors in maintaining organisational authenticity, then the issue of positive reputation is crucial for the survival of civil society organisation and that depends on authenticity, the consistency if its character, the authentic leadership and communication that inspires advocacy that leads to action. That leads to the authentic civil society organisation communication model which raises awareness of the media and the publics and can significantly contribute to the improvement of relations between media and civil society organisations.

Proposed strategic sustainable inputs within raising awareness and advocacy strategy pillar liaise to the building capacity strategy pillar since that is the main intervention.. Although it would need to be further elaborated on the basis of needs assessment in a particular national context, it should be based on the generic model proposed under the Strategic Pillar 1. What is to be repeatedly pointed out is the leadership role of a communication function in management of civil society organisation as a precondition for the maximum use of opportunities in its media relations for fulfilling its organisational goal. The majority of problems of underlying strategic nature that have been detected during this process of research initiated by TACSO is caused by lack of understanding and absence of implementation of this leadership communication role that is dictated not only by the fact that communication is, in fact, the main tool in building relationship of civil society organisations with their stakeholders, media included, but even more so, by the fact that because of the enormous change of the environment caused by new technologies and new media, such a leadership is an imperative. The strategy related to the strategic pillar 2, would, therefore, in addition, include bellow listed strategy points that would need to be addressed as communication policy strategies and also assessed in the context of answering the question which of the above listed capacities, skills and knowledge of communication professionals would need to be addressed in capacity building strategy:

   a. Public awareness raising campaigns about the organisational goals and missions
   b. Launching of an internal process or reaffirmation of the organisation's character, its application, internal partnership building and measurement
   c. An assessment and redefinition of communication programmes of a CSO in line with the goals of spurring the publics to advocate in addition to shaping perceptions and opinions
   d. Building expertise and capabilities in data analytics, communication planning and programmes
   e. Launching media advocacy campaigns about issues CSO is dealing with through mass media, particularly news media in order to advance policies

3.3. Strategic Pillar 3: Exchanging effective communication and enhancing collaboration and partnership with media

Effective communication leading to collaboration and proposed partnerships (various partnerships of CSOs with other organizations within and outside the sector as well as partnerships with media organizations) seems like a theoretical model strategy that is easy to design but almost impossible to implement. This strategic pillar, actually list three strategic inputs- communication – collaboration- partnership – in a developmental sequence where each previous input liaises to the next one as they function holistically and simultaneously. In addition, partnership is outlined here as a crucial final step in structures and processes positioned strategy of enabling the functional relationship of two social building blocks, civil society and media. These two blocks are, considering their reason for being, forced by the nature of their core activities to communicate and collaborate with each other which may also lead to partnership. In addition, both blocks have very important social roles to play, corrective actions that often bring them on the same side of conflicting situations and share, or should do so, a similar commitment and watch dog functions.

Yet, as it is often pointed out, and has been repeatedly put forward at the Missing link conference too, media are also businesses and belong to private sector which makes them, specific potential partners particularly in light of media expansion and changes leading do different media relations pointed at before

before (classical and new media relations). They carry all the characteristics of private sector profit orientation but have additional social obligations and missions. Although the partnership with such entities for CSOs would need to be specific, it does carry some similarities with cross-sector partnerships based on nonprofit-business relationships in which civil society organizations are experienced to a certain extent. It should be noted here, as well, that the increasing pressure for transparency and social responsibility puts private sector organizations also in new positions and facing new challenges and that they are also searching partnerships which would strengthen their social positioning.

That would, of course, be an ideal situation that can rarely be found in real life with the exception of some project based partnerships that did open the door to long term oriented collaboration. What did come out in various forms in the discussion on the Missing link conference was, indeed, the belief of many of the participants, based on experience, that the will to launch partnerships does exist on both sides. In order to achieve conditions for such a partnership, some of the communication factors for cross sector partnership would need to be fulfilled.

Looking at the media as businesses, the types of relationships between businesses and civil society organizations are evolving and so is the language that describes them. Contributions in cash and products, sponsorships of events, publications, mutual organizations of trainings, fundraising and many other activities are already being implemented within this relationship that enhances collaborative quality relationship. The challenge is, of course, to use collaboration for mutual benefits in which both sides can achieve these benefits also for the same publics or customers they serve, that is, the citizens in communities in which they operate. Assets and capabilities CSOs bring to the table are powerful missions, strong brands, access to potential customers or markets, organizational expertise, volunteer opportunities, ability to provide recognition, endorsement and so forth. Media have access to citizens and provide powerful channels to reach them with advocacy and awareness raising campaigns that are main public communication activities of CSOs.

Two linked concepts relevant for this partnership are communication for partnership and communication for sustainability that translates into social responsibility of media that has a double nature: they are socially responsible as any other business and carry additional social responsibility because of their role as mass communication media. The four focal points in communication which emerge linked in a causative-consequential chain in that respect are: stakeholder relations, collaboration, boundary spanning and two-way symmetrical communication.

The framework chain starts with stakeholder relations. Power/interest stakeholder mapping helps identify future partners. In any civil society organisation the process of stakeholder audit should surface media as the key stakeholder. The concept of corporate social opportunity can be applied and media identified as one stakeholder group of high interest and power as a partner.

Partnership is based on collaboration success of which depends on various factors related to the environment, membership characteristics, process and structure, communication, purpose and resources. The dialogue has high power in collaborative communication carrying what is sometimes called a sea of change in the ways people see one another and worked together.

The two-way symmetrical organisational communication model by Gruning&Hunt is to be used by a civil society organisation to explore perceptions to place messages and also to adapt its initial positioning. The two-way mixed motive model is a normative communication model in a cross-sector partnership.

The facilitation role of partnership brokers is also very important. Brokers are on the boundaries of organizational systems with the main function of spanning the boundaries with various degrees of boundary permeability. In this case CSO communicators and journalists are also in the positions where they can become partnership brokers. Boundary spanners are "exchange agents" of processing information and enabling relationship building. In the emerging change of attitudes among organizations and individuals towards "partnership thinking" which

has the potential of social transformation, stakeholder relations are linked to information flow to "networks of trust" in multi-level partnerships of the future.

In forming partnerships with media based on some mutual projects three crucial principles need to be respected. The first principle is equity. That is not the same as equality as both entities bring different power, resources and influence at the table. Yet, it implies an equal right to be at the table and a validation of those contributions that are not measurable simply in terms of cash value or public profile.

Transparency, as the second crucial principle of cross-sector partnership, implies honesty and openness in working relations which are pre conditions of trust – an important ingredient of successful partnering. Only with transparent working will a partnership be truly accountable to its partner donors and other stakeholders.

Finally, there is the issue of mutual benefit to which all partners are entitled regardless of quantity and quality of their contribution to partnership. A healthy partnership will work towards achieving specific benefits for each of partners over and above the common benefits to all partners. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.

Future partners may agree on other principles too, but these are basic principles that need to be followed in a partnership that is very much challenged by various obstacles, be they present because of sector characteristics, general public, or some other external constraints. In a case of partnership between, as an example, leading national CSO involved in preservation of natural environmental and the national television, for example, all kinds of challenges will appear. General public might react with prejudices about organisations positioned in various sectors and question the good intentions of any of the organisations. Business sector being single minded and competitive and civil society being combative and territorial, obstacles to mutual partnership may prevent further collaboration.

Similar to those are obstacles within each sector related to competitiveness and conflicting priorities, External constraints that are not under control of any of the partners like local social, political or economic climate, scale of challenges and speed of change or inability to access external resources, can also pose obstacles to partnerships of media and CSOs.

Yet there are many advantages that bring value to media and CSOs that need to be considered when discussing partnerships, like innovative approaches, access to more resources, dynamic new networks, offering each sector better channels of engagement in the wider community and greater capacity to influence the policy agenda, and, finally, greater understanding of the values and attributes of each sector thereby building a more integrated and a more stable society.

Strategic sustainable inputs within effective communication, collaboration and cross sector partnership proposed in strategic pillar 3 also liaise to the building capacity strategy as the main strategic pillar in planned interventions.

Although Missing link research has not particularly focused on collaboration and partnership as deeper and more holistic cooperation contents of a relationship, the assumption is that cross-sector partnerships are not very well developed in the countries covered by TACSO interventions . This particularly concerns partnerships of CSOs and media and in that sense this strategic pillar would be of a social long term orientation with a set of strategic directions in awareness raising and capacity building, primarily in civil society which would focus on the following

a. Networking within civil society sector for project based partnerships with media in the context of social responsibility of media
b. Launching public debates on the advantages and obstacles of collaboration with media with minor project base interventions with media on local level
c. Ensuring public sector endorsement and involvement in creating frameworks for economic, political, and social rights, generating political commitment and setting mechanisms and adherence to obligations
d. Building capacities of CSOs in media relations management and cross sector partnerships as potential strategy directions form civil society development
e. Building capacities of media in cross-sector partnerships and understanding of the roles and operations of civil society organisation

4. Concluding remarks

The first and most important strategic pillar in the strategy of improving relations between civil society organisations and media is capacity building of professionals engaged in communication and media relations function.

Capacity building should focus on a number of skills and competencies needed in that function and apply a holistic, integrated approach and critical thinking principles. CSO communicators need to know everything that business communicators know but an additional developmental and sustainability perspective needs to be integrated in capacity building in order to ensure their positioning towards media and other stakeholders in line with the mandate and mission of civil society organisation.

A number of strategic inputs and activities along the lines of this strategic direction is to be considered in the context of needs of a particular organisation or set of organisations as an outcome of basic education needs assessments.

Along the lines of the second strategy pillar focusing on advocacy and awareness raising a dialogical and relational communication model needs to be implemented with an additional quality elaborated in the Building Belief model. Application of this model increases trust in a CSO not only among general publics but also among media and makes them more willing to consider closer collaboration with the civil society organisations in implementing what mutual goals in enhancing democracy and citizens rights. This strategy requires needs assessment particularly regarding the choice of competencies, knowledge and skills to be addressed in order to enable activists and other professionals in CSOs to fulfil the role of communication professional. Ensuring media advocacy which is using media for advocacy purposes and also launching communication process, particularly through the new media that recruits new advocates of a CSO and particularly of its missions and goals, is a set of strategic tasks that requires specific targeted capacity building, primarily within CSOs. The size of an organisation and its mission and resources will be the main factor in choosing the depth of these strategic inputs and interventions not only in the media relations but also in programme orientation of CSOs.

The third strategic pillar focuses on effective communication to ensure quality relationships that include collaboration and possible partnerships. Implementation of these strategic directions implies various steps in partnership elaboration which would realistically be long term goal but is also particularly realised as networking within civil society sector and in public media, awareness raising, public debates within sectors and capacity building of CSOs. As the second pillar, the strategic pillar 3 also feeds into the main strategy orientation on capacity building.

As three pillars can also be planned as subsequent or parallel phases of the strategic process of building effective media relations of CSOs and improving overall relationship between CSOs and media, the primary

focus is on capacity building of processionals in CSOs as planned in Compass capacity building matrix detailed in the strategy and summarised bellow.
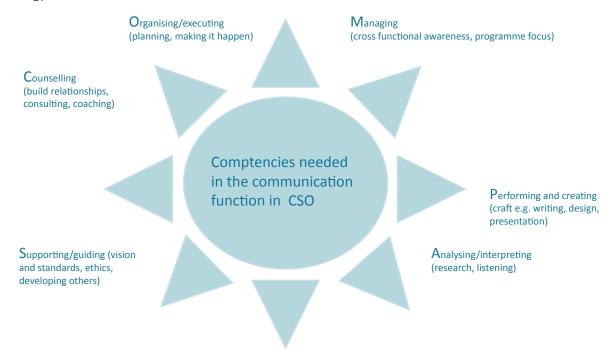

Figure 4: Compass Communication role matrix (adapted model by Tench, 2013)

Assuming gradual implementation a choice of some strategic interventions and corresponding activities in line with the general project objectives is listed bellow as an illustration of possible elaboration of these strategic inputs.

GENERAL OBJECTIVE	STRATEGIC INPUT REGARDING MEDIA RELATIONS	POTENTIAL ACTIVITIES
Support to CSOs in the dialogue with public authorities	Capacity building of CSOs in public affairs /lobbying	• Collaboration with regional universities • Collaboration with Lobbying association- secondment
Support to CSO at addressing issues at policy levels facilitating the process in collaboration with existing networks, platforms, initiatives	Capacity building of CSOs in raising media interest for issues at policy level through networking, social media, and involving media in CSO planning	"CSO friendly journalist" association recognition
Civil society visibility and awareness increased	Capacity building in developing communication strategies for CSO inn the region	Mentored media campaigns
Collaboration and exchange among CSOs in the region	Capacity building in involving media in regional networking	Regional PR agency – secondment
P2P events embedded into strategy	Capacity building in stimulating visibility particularly in local and national media	Custom tailored courses in strategic communication for not-for-profit organizations
Capacity building programme developed	Stimulated collaboration with media in facilitating capacity building of media representatives for CSO empowerment	Collaboration with specialised universities Students forum
Cooperation with private sector	Capacity building of both media and CSOs in corporate responsibility and cross-sector partnerships	Courses, Mentors Success stories Secondments

Table2: Possible elaboration of strategic inputs in line with general project objectives

Appendix:

1. Notes on strategic considerations

1. 1 Key context elements considered

A)Relevant issues and questions:

Objectives:
- increase and improve the capacity of CSOs
- strengthen the role of CSOs in democracy

Strategy:
- advocacy
- monitoring of state performance and the effectiveness (common role of media)
- building social capital
- support to citizens in identifying/articulating values/participating

Tactics:
- effective strategic media relations
- effective strategic stakeholder relations
- support to networking, platforms, initiatives
- capacity building
- guidance

Achievements
- Participation at policy level
- Civil society visibility and awareness of improved
- Exchange of experiences and practices
- Profile of CSOs raised
- Modern communication technologies potential used
- Capacities built
- Models of cooperation with the private sector mutually considered
- To consider:

  - Ability and capacity of CSO to engage media in fulfilling/increasing their role in implementing TACSO strategy need to be considered within a framework of being achievable, accessible, realistic in the respective societies
  - What is the role "Media managers/Communicators" in CSOs in implementing TACSO strategies in societies in question?
- To consider:

  - Crucial importance of media as both channel and stakeholder and thus of CSO communicators
  - The multiple role and expertise of CSO communication in a holistic approach and expertise by people/ function: communication, CSO management/leadership, media production, marketing, creativity, new media, ethical dimension.

2. Conclusions/recommendation: Missing link researc

1. CSO

CONCLUSIONS	RECCOMMENDATIONS
• Lack of cooperation with the media (events portrayal) • Lack of joint initiatives with the media • No plan for involving media in activities • Lack of adequate use of social media • Lack of capacities in PR in CSO • No application of modern advocacy tools/techniques • Lack of understanding ("project" vocabulary) • Lack of proper format in presenting information (no news but project format) • No monitoring plan for measuring CSO visibility/ visibility efficiency	• Improve cooperation • Open dialogue • Define goals and interests for easier partnerships • Inform and educate media representatives (decrease of stereotypes and prejudices) • Involve media in CSO activities • Define standards of media relations • Create media communication strategy and internal procedures; • Use social networks like Face book and Twitter, and internet news portals • Train staff as PR officers • Modern advocacy; • Adjust the language of media communication • Communicate in the form of news • Selective dissemination • Monitoring and evaluation system of the effects that CSO messages/activities/ campaigns • Increased visibility - Leading role in the processes of European integration • Reconciliation processes where feasible

2. MEDIA

CONCLUSIONS	RECCOMMENDATIONS
• Proactive engagement of media related to CSO activities, or programmes • Media do not recognize CSOs as corrective to governments • Lack of presentation of CSOs as factors of change in democratic processes • No efficient monitoring tools following CSOs work in key terms of credibility • No sufficient coverage of CSOs work that are engine outside of power centres	• Increase cooperation with CSOs • Proactively get involved in civil society • Recognize and support CSOs as corrective of governments • Regular and planned reporting • Monitoring media and the evaluation of messages/ information received by CSOs • Minimising prejudices against CSOs • Fight against territorial discrimination of CSOs and citizens from smaller communities

3. Tactics proposed during the Missing link workshop by the working groups in line with the proposed strategy

3.1 Tactics related to capacity building and awareness rising

- Appoint a 'communications person' in each organization; give greater priority to the media/communications related functions (consensus that these functions are currently often assigned to junior staff)
- Create tools for communication with the media
- Engage in media literacy training for CSO staff
- Include media experts in the preparation of CSOs strategies, from the very earliest (formulation) stages and include them in developing CSO messages that are clear, simple and easily understood by the public
- Build awareness of media/communications throughout the CSO ('mainstream') including by realizing media relations are not sole responsibility of the appointed person, but touch all staff in one way or another, and that staff should feel responsible in this regard, even if they are not the 'media person'
- Integrate media strategies into the overall development strategies of CSOs
- Build capacity of CSOs to 'package' their message in a media-friendly way; this means going beyond 'project jargon' and learning how to write about a project in a way that makes it newsworthy, so the media will be more interested in reporting on it

- Build awareness the main beneficiary of CSO action is the society, rather than the donor(s), thus emphasizing the crucial role of media in reaching the 'real' beneficiaries
- Externally, i.e. targeting media organizations:
- CSOs should inform/build capacity of media on the specific issues they (the CSOs) are dealing with, e.g., by holding 'issue-oriented media workshops'; these learning opportunities can be called 'media consultations' (or similar) if it is felt that media will not respond to 'training' by CSOs
- Engage the media more proactively by requesting their input/opinion where appropriate (see above), for example in the formulation of media/PR strategies and integration of the latter into the broader development strategy of the organization
- Establish trust with media representatives by building personal relationships with the latter; this will increase the chances of achieving other goals such as more (and better) media reporting on CSO activities, more common activities/projects, etc.
- Another way to establish trust between CSOs and media would be the sharing of information with the media, beyond the usual press releases, etc. to actual access to reports, involvement in daily activities, appointment of media representatives to Boards and so on
- CSOs need to take a proactive approach in changing relations with media, as the latter are subject to the dictates of the marketplace, owners, and editors (among others) and are therefore under very specific constraints

3.1 Tactics related to capacity building and awareness rising

Sending "the" message!

- Learn journalism basics (e.g. 5x W questions)
- Human interest stories (Do have them a lot!)
- Know your topic and the main aim (know the audience, have target groups)
- Read/Listen/watch media!
- KISS rule (Keep it short and simple)
- Timing!
- Analyse your message/measure outreach!
- Consistency and socializing with media representatives
- Become recognizable/relevant
- Following and using trends and top stories
- Different message for different audience!

Public awareness about media/CSO

- Making media monitoring/researches/joint projects
- Whenever applicable include media representatives as advisors.
- Workshops and trainings JOINT!!!
- Mutual visits!
- Mutual recognition (awards/articles)

Expanding the audiences

- Breakdown your own stereotypes
- Not to be trapped in the same media links
- Find innovative ways / methods to reach media that looks distant

Using right resources (human and financial)!

- Using clear messages about work, internally and externally + making it easier to reach out.
- Train staff in media literacy
- Involve volunteers from communication/journalism studies (internship programmes)
- Clarify what resources you actually need for communication
- Plan project together with media
- Involve media in the implementation
- Write communication budget line in the project
- Lobby donors for supporting communication

Relationship building

- Making Connections "from scrap", introducing yourself, searching the right journalists
- Making strategic partnerships (inviting media representatives to participate in CSOs activities (trainers/ speakers)), organizing mutual events.
- Mapping the media channels (following specific outlets/journalists)
- Offer something to the media: Logos exchanging, expertise, joint projects, and small funds for broadcasting! Etc.
- recognize media efforts (e.g. with awards)
- Building trust and credibility
- Establish platforms

Understanding the purpose of using the media/Understanding the media as a whole!

- Build the capacities of CSOs to better communicate with the media (strategic communication)
- Develop communication strategy / analyse communication needs / who to communicate with for what?
- Make clear and precise advocacy campaigns and include a communication strategy to implement it.
- Establishing a joint platform of media and CSOs representatives in order to solve and promote issues of mutual interest / strategic partnerships in writing projects.
- Organise seminars in which media professionals will inform the CSOs on media functioning and media laws etc.

Donor Visibility Requirement

- Donor visibility requirements should not affect CSOs identity and visibility
- Plan your visibility activities in your project proposal
- Lobby the donors: while consultations, writing reports and sending media clipping material (numbers, statistics...)
- Donors should take into account the local context (community driven)
- Use the donor templates but don't loose your creativity
- Donors should be flexible for implementation of projects and visibility

3.1 Tactics related to capacity building and awareness rising

F=Face book
T=Twitter
L=Linked In
Y=Youtube

Knowing audience

- Segmentation of target groups
- Stakeholder analysis & approach
- Research likes, interests, comments (F, T, L, Y)
- Hire social media expert

Authentic voice

- Copywriting, personality, identity, clear „voice" of your account (F,T,L)
- Analyze data and identify target groups
- Consistency, authenticity, identity. Use manuals (same rules for everybody enables them to speak with same voice)
- Crisis management manual for social media
- Transparency
- Name a person for social media (PR, spokesperson) or use manual

Targeting audience

- Sponsored story (F)

Energy and resources

- Content plan
- Engagement
- Monitoring
- Crowd sourcing – brand ambassador and crowd funding

Lack of knowledge on new technologies

- Training for new technologies
- Webinars
- Manuals, Free resources
- Just do it (trial and error method)
- Mentorship (usually younger workers helping older employees)
- Information campaign (throughout CSO sector)

Knowledge sharing

- Creating group for knowledge sharing among CSOs (LinkedIn)
- Open platforms
- Information campaigns
- Joining resorting pages in social media
- Use wikipedia

Visibility of social problems

- Training journalists via social media (Ispeak.com)
- Social media stories (multimedia – F,Y)
- Promotion on social media

- CSOs to search for free opportunities of PR and communication trainings (webinars, experts that donates knowledge, expert in companies with good CSR practices, use knowledge, platforms and experts of institutions like IMT – universities, institutes, think-tanks...)

Mixed (confusing) messages

- Communication strategy
- Communication plan
- Hire an expert; name responsible person

Controlling comments

- Crisis strategy
- Experts experience (forums, social media, dialogue; webinars, manuals)
- Name someone to lead the process
- Be sincere
- Be transparent

Mobile devices/tablets

- Using social media agencies for creating free mobile and tablet friendly versions
- Invest in mobile apps

More subscribers for newsletter

- Subscribe to good newsletters; learn from the best
- Passion, preparation, details
- Ask subscribers what they need
- Write: „Please do share to people who will be interested"
- Guerrilla tactics: check solutions with friends and family
- Adjusted to mails, mobiles, tablets

Improve web sites

- Funds
- Internship, volunteers (social media – F, T, L)
- Crowdfunding
- Use easy-to-use web site admin tools

GOOD PRACTICE	NEW OPORTUNITIES
Mobile and tablet apps and friendly versions: Great for advertising Great for reaching young people	Improve security of information: Plan, implement, review
Communicate with subscribers, followers: (F,T,L,Y) „Please do share to people who will be interested" „Please share" „Please retweet" Comment on others accounts Ask questions Share interesting statuses Share interesting multimedia	Use goggle alerts Use RSS Use webinars to improve your information quality
Crowdfunding – use crowdfunding platforms	Raising awareness: humour, games – targeting young people
Transparency – show what are you doing, where is money going, tell stories of people you've helped (F,T,L,Y)	Reduce costs using other mobile technology, like Skype, Whatsapp, Viber Use advantages of Facebook, Google and other social media tools
Human stories – multimedia: show with video, pictures, words what are you doing. Focus on the people you are helping (F,T,L,Y)	Measuring and monitoring: Use goggle analytics Use other free online tools Level of interest can be monitored
Using online tools like Survey Monkey for examining your target groups interests	Use online evaluation tools
Use Slide share, Scribd and other social media resources for sharing knowledge and online learning	Capacity building: Networking Read surveys on how the organizations use social media Create new platform for custom capacity building activity in region
Use social media for effective, fast and free internal communication (F, L,)	Think digital: put digital media and communication on the first place; learn; every activity should be done in digital way (also) and some of the only in digital world

Summary of activities related to social media relations:

BULDING	DEVELOPING	IMPROVING
Knowing audience: • Segmentation of target groups • Stakeholder analysis & approach • research likes, interests, comments (F, T, L, Y) • Hire social media expert	Energy and resources: • Content plan • Engagement • Monitoring • Crowdsourcing – brand ambassador and crowd funding	Mobile devices/tablets: • Using social media agencies for creating free mobile and tablet friendly verions • Invest in mobile apps
Authentic voice: • Copywriting, personality, identity, clear „voice" of your account (F,T,L) • Analyze data and identify target groups • Consistency, authenticity, identity. Use manuals (same rules for everybody enables them to speak with same voice) • Crisis management manual for social media • Transparency • Name a person for social media (PR, spokeperson) or use manual	Knowledge sharing: • Creating group for knowledge sharing among CSOs (LinkedIn) • Open platforms • Information campaigns • Joining resourcing pages in social media • Use wikipedia • Use Slideshare • Use Scribd	Better web site: • Funds • Internship, volunteers (social media – F, T, L) • Crowdfunding • Use easy-to-use web site admin tools

BULDING	DEVELOPING	IMPROVING
Targeting audience: Sponsored story (F)	Visibility of social problems: • Training journalists via social media (Ispeak.com) • Social media stories (multimedia – F,Y) • Promotion on social media • Use infographics	Improve security of information: Plan, implement, review
Lack of knowledge on new technologies: • Training for new technologies • Webinars • Manuals, Free resources • Just do it (trial and error method) • Mentorship (usually younger workers helping older employees) • Information campaign (throughout CSO sector)	Visibility of social problems: • Crisis strategy • Experts experience (forums, social media, dialogue; webinars, manuals) • Name someone to lead the process • Be sincere • Be transparent	Improve information quality: • Use google alerts • Use RSS • Use webinars
Clear message: • Clear, visible and understandable social media account • Need for basic lessons for communication • Branding and marketing awareness (seminars, trainings, seminars on social marketing) • CSOs to search for free opportunities of PR and communication trainings (webinars, experts that donates knowledge, expert in companies with good CSR practices, use knowledge, platforms and experts of institutions like IMT – universities, institutes, think-tanks…)	More subscribers for newsletters: • Subscribe to good newsletters; learn from the best • Passion, preparation, details • Ask subscribers what they need • Write: „Please do share to people who will be interested" • Guerrilla tactics: check solutions with friends and family • Adjusted to mails, mobiles, tablets	Raising awareness: • Humour, games – targeting young people
Mixed (confusing) messages: • Communication strategy • Communication plan • Hire an expert; name responsible person	Reduce costs: • Use other mobile technology, like Skye, Whatsapp, Viber • Use advantages of Facebook, Google and other social media tools	Measuring and monitoring: • Use goggle analytics • Use other free online tools • Level of interest can be monitored
Think digital: Put digital media and communication on the first place; learn; every activity should be done in digital way (also) and some of the only in digital world	Capacity building: • Networking • Read surveys on how the organizations use social media • Create new platform for custom capacity building activity in region	Evaluation: • Knowledge in the house • Use online tools • Improve your social media
Transparency: Show what are you doing, where is money going, tell stories, share on social network	Communicate with subscribers and followers: • „Please share" • „Please retweet" • Comment on others accounts • Ask questions • Share interesting statuses • Share interesting multimedia	
Internal communication: Use social media opportunities for faster, cheaper and more creative communication	Crowdfunding: Use crowdfunding platforms	

BULDING	DEVELOPING	IMPROVING
Creativity: • Multimedia • Infographics • Blogs • Pictures • Stories	Human stories: • Multimedia • Show with video, pictures, words what are you doing Focus on the people you are helping • Writing blogs (Wordpress)	
	Research you audience: Using online tools like Survey Monkey for examining your target groups interests	

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Figures:

Tables:

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* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.