

**INTEGRATED COMMUNICATION AS A STRATEGY  
TO ACCELERATE SERVICE DELIVERY IN THE  
MAFIKENG LOCAL MUNICIPALITY, SOUTH  
AFRICA.**

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A Dissertation submitted in fulfilment of the requirements for the degree  
Masters of Arts in Communication at  
(Mafikeng Campus) of the North – West University

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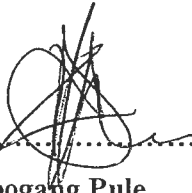
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## DEDICATION

I dedicate this dissertation to my families, the Mhlanga and Pule families, past and present. I acknowledge their support, sacrifice and patience. My studies have been characterised by many misfortunes, but I have stood against all odds. I dedicate this art as a symbol of appreciation to all of you.

## DECLARATION

I Pule Lebogang Donald, declare that the dissertation on **Integrated Communication as a strategy to accelerate service delivery by Mafikeng Local Municipality, South Africa**, hereby submitted, has never been submitted by me or any other person for any degree at this or any other university in South Africa or elsewhere, it is my work in design and execution and all materials referred to herein, have been duly acknowledged.

  
.....  
**Lebogang Pule**

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I kneel down and salute you Julia Mhlanga (Ausi TOTO) and my mother Daisy (Mango) Pule, wherever your souls are resting. Your motherly role, prayers, moral, financial and inspirational support are deeply appreciated. What can I have achieved without all that? It is unfortunate you passed on without having witnessed my successes. But I can boldly stand up today and say, **“without you, this could have just been another dream by an African son”** I am greatly indebted to you, **MAY YOUR SOULS REST IN PEACE.**

My partner, Kgomotso Mogwasi, for understanding how important the completion of this dissertation was to me and for allowing it to take up a great amount of our time. Her willingness to accommodate my studies has been a constant source of strength.

Finally, I am inspired by the principle that you can overcome any "harmful incident" if you choose to learn and grow from it. It does not necessarily need to break you, but can make you stronger.

## ABSTRACT

The aim of this study was to examine how integrated communication could be used as a strategic element in the acceleration of service delivery and implementation of people centered social policy in Mafikeng Local Municipality, North West Province. The objectives thereof were (a) to establish whether there is a change in community behavior as a result of the manner in which the municipality disseminates developmental information (b) to establish whether there is a structure or plan in place for central coordination of messaging and adequate planning of information campaigns (c) to investigate how often is the plan in place reviewed to accommodate the ever-changing technological advances (d) to identify the communication medium utilized to disseminate information to communities (e) to investigate if there is enough capacity (human and financial) to communicate government programmes at the municipality and (f) to establish whether ward committee members and other relevant stakeholders are integrated into the communication planning and implementation of the municipality.

An independent task team known as Communication Task Team (Comtask), was set up by government in 1996 to investigate challenges facing South African government communication and recommend how those challenges could be addressed. Amongst the critical findings by the task team was that giving adequate planning of information campaigns and communication a very low priority; that government lacked central coordination in messaging (Comtask Report: 1998).

The Government Communication and Information System (GCIS) was then established as a central point for coordination and management of government communication. **GCIS's vision** is helping to meet the communication and information needs of government and the people, to ensure a better life for all. **GCIS's mission** is to provide leadership in government communication and to ensure that the public is informed of government's implementation of its mandate.

This study was conducted in 2007. Data was collected from the selected municipal officials and ward committee members of the Mafikeng Local Municipality. Structured questionnaires with open – ended and closed – ended questions were used to collect data.

The results of the present study conducted in the Mafikeng Local Municipality as a government institution, indicate that the municipality does not have an integrated communication system to strengthen coordination and coherence in its communication. Thus causing uncertainty among communities and compromise effective service delivery and implementation of government programmes.

This study also revealed that the municipality does not reach its entire public through communication mechanism developed and employed. This is an indication that not all citizens and communities have equal access to information that adequately allows them to take advantage of the opportunities to improve their lives and take part as citizens in public affairs.

The results revealed that communication at the municipality is not treated as an integral part of council's strategic management; the communication unit of the municipality is not well capacitated in terms human and financial resources; and ward committees are not integrated in the municipal communication planning and implementation.

The study concludes by recommending that the municipality compiles and approves a comprehensive and integrated communication policy framework within which all municipal communications will be founded. A system that could strengthen coordination and coherence in communication of messages. Secondly, to eliminate the problems of capacity and expertise, only people with relevant qualifications, who are competent and professional, should be employed at the communications unit of the municipality. Those appointed together with the political principals and senior

managers must be taken through training or course by a professional body (GCIS recommended) on the basics of government communication.

Lastly, it is recommended that the communication infrastructure be strengthened to give support and integrate ward committees into the municipal communication planning and implementation.

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## CHAPTER 1

### 1.1 INTRODUCTION

Today, organizations all over the world have to cope with many dramatic changes, ranging from fundamental restructuring to revolutionary shifts in traditional values. This is even more evident in post-apartheid South Africa. This climate of change offers organizational or business communicators a unique opportunity to effect short-term success, as well as long term survival and growth of organizations in which they operate. Strategic communication management involves strategic planning of communications in order to ensure effective internal communication, thereby enable the organization to achieve long-term goals such as adaptability and survival (Verwey and Du Plooy-Cilliers, 2003).

According to Verwey and Du Plooy-Cilliers (2003), strategic communication management is the task for the whole organization; it is a way of thinking, a guide to action and the determinant for communication behaviour for every member of the organization. They further assert that, a strategic communication management goal is to create a distinctive set of communication capabilities that have special value to a particular part of the market place. By so doing, it positions the organization for a sustained superior performance that is the mark of strategic success.

In as far as organization's communication is concerned, Tortoriello, Blatt and De Wine (1978), argue that communication and organizations are interrelated in such a way, that should it happen that we remove all forms of communication from the organization, there will be no organization because our daily activities with organizations involve communicating with other people either orally or in writing. Therefore there is no doubt that organizations management 'depend upon communication'. They then define organizational communication as the study of flow and impact of messages within a network of interactional relationships.

## 1.2 PROBLEM STATEMENT

The new political dispensation has posed numerous challenges and opportunities to the government communication system and government communicators, municipalities included. The democratic breakthrough of 1994 signalled the government's commitment to society – a commitment to create space for every member of the society to participate in building our new democratic state, based on the respect for human rights and human development (Government Communicators' handbook, 2000).

This paradigm compels a government communicator to view communication as a strategic element of service delivery. Because this challenge is new to all of us, this is a critical and challenging period of great learning.

The current context of communication takes its cue from the constitutional imperative of freedom of information founded on the objective to make a visible shift from the apartheid state to a truly democratic state. The free flow of information, open dialogue, openness and accountability are the fundamental tenets of a thriving democracy (Government Communicators' Handbook, 2000).

This compels government to ensure that it maintains a continued dialogue with its citizenry. It is this communication that guarantees an informed and appropriate response to people's needs in order to enable all South Africans to become active and conscious participants in the complex process of social transformation. It also ensures that government is sensitive to the needs of the people (Government Communicators' Handbook, 2000).

Chapter 2 of the Municipal Systems Act 2000, stipulates a legal nature of a municipality as: (a) an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government: Municipal Demarcation Act, 1998; (b) consists of— (i) the political structures and administration of the municipality; and (ii) the community of the municipality; (c) functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers and

administration and its community; and (d) has a separate legal personality which excludes liability on the part of its community for the actions of the municipality.

As explicitly stipulated in the Municipal Systems Act of 2000, municipalities were established as a third sphere of government (local government) in an effort to improve and accelerate the quality of services by the government to communities. It was also established as a third sphere of government because of its relative closeness to the community and residents, local places and conditions and that it is the appropriate place from which investment and activities of different sectors and actors in terms of location and time can be coordinated.

Local municipalities such as the Mafikeng local municipality are charged with the responsibility of ensuring that it satisfy the needs of its stakeholders be it internal or external to achieve its developmental mandate. It serves as a platform where communities can actively participate in the process of social transformation.

The government also envisages a new culture of municipal governance evident in service delivery models that should ideally be customer, performance and output-oriented, and work in partnership with the broad community, including the private sector. 'The new role envisaged for South Africa's municipalities is that they become local development agencies ... agents of "delivery" (Municipal Systems Act No. 32 of 2000).'

There are, however, still a number of challenges as stipulated in Government Communicator's Handbook (2000) for government communicators and the country at large. The challenge is to infuse in government an appreciation of government communication as a strategic element of service delivery. Related to this is the challenge of providing the public with developmental information that integrates them in the complex process of social change.

However, in terms of my research in the field using practical experience and personal observation on the day to day operations at Mafikeng Local Municipality, I have found communication to be unsystematic, thus causing uncertainty among communities and compromising effective service delivery; this also contributes to

numerous dissatisfaction amongst communities and leads to uprisings across the country.

### **1.3 RESEARCH QUESTIONS**

The following were the research questions of this study:

- To what extent does the communication plan at disposal of the municipality change behaviour?
- How often and how adequately is developmental information disseminated to communities?
- Is the medium used by the municipality to disseminate information appropriate to all stakeholders?
- Is the strategy at disposal of the municipality a success or failure?

### **1.4 AIMS AND OBJECTIVES OF THE STUDY**

The key research aims are:

- To identify current communications status between the municipality and its communities,
- To establish communications pitfalls and impediments within the municipality,
- To detail what the municipal personnel and community members' responses have been to the holistic municipal communications system,
- To highlight the importance of communications and emphasise how it can be utilized to fast-track service delivery, and
- To evaluate the communications unit at the Mafikeng Local Municipality.

In order to meet specific aims, the objectives of this study include:

- To establish whether there is a change in community behavior as a result of the manner in which the municipality disseminates developmental information.

- To establish whether there is a structure or plan in place for central coordination of messaging and adequate planning of information campaigns.
- To investigate how often is the plan in place reviewed to accommodate the ever-changing technological advances.
- To identify the communication medium utilized to disseminate information to communities
- To investigate if there is enough capacity (human and financial) to communicate government programmes at the municipality.
- To establish whether ward committee members and other relevant stakeholders are integrated into the communication planning of the municipality.

### **1.5 SIGNIFICANCE**

The findings of this study will assist the planning and policy formulation in the municipal communications services to identify and address communications pitfalls and impediments within the municipality. The findings of this study is also significant because when the municipal communication system is systematic, the community at large will also enjoy the full benefit of their democratic rights of being adequately informed about government (municipality) operations, as well as being sufficiently developed through developmental information that would enable them to be active participants and take a lead in the complex process of social transformation.

### **1.6 THEORETICAL FRAMEWORK**

The study is founded on the general theoretical argument that follows:

The Open Systems Theory - according to the open systems approach to public relations, the organization and its publics have reciprocal consequences on one another. The actions of the organizations have consequences for their publics, and when publics learn about these consequences they often take actions that have consequences upon the organization. When the consequence on the public is negative, then the reciprocated reaction on the organization will also be negative causing damage to the organizational system. When the reciprocated negative consequence comes in the form of public scrutiny (a public relations crisis), the consequence will



then be damage to the organization's reputation and relationships with key publics. (Grunig & Hunt, 1984).

More theoretical statements on the open systems theory will be made and discussed in chapter 2.

## 1.7 STUDY AREA

The Mafikeng Local Municipality is situated in the North West Province and is 20 kilometers south of the Botswana Border. It is located within Mafikeng, which is the capital city of North West Province and it used to be known as the City Council of Mafikeng. The total area of the Mafikeng Local Municipality is approximately 3 703km<sup>2</sup>. It is divided into 28 Wards consisting 102 suburbs and villages. The population, in terms of the 2001 Census, is 259 502. Approximately 75% of the area is rural. The rural areas are in the southern and western part of the municipality and are under tribal control.

The Mafikeng Local Municipality like other local municipalities was created by the new local government transformation in South Africa. Mafikeng Local Municipality is a Category B Municipality that has adopted the Executive Mayoral System. The Executive Mayoral System entails concentration of executive authority in the hands of the Executive Mayor. It is a system wherein the Executive Mayor, assisted by the Mayoral Committee and its administration, led by the Municipal Manager, executes the mandate of council and electorate (Mafikeng IDP: 2007/8 – 2011/12).

The Mafikeng Local Municipality has close to 826 employees. It is divided into six directorates, the office of the speaker, the office of the municipal manager and the office of the executive mayor (Mafikeng IDP: 2007/8 – 2011/12). The Communications Unit of the municipality is situated in the office of the municipal manager; it is headed by a manager of public relations and communications, who is supported by the communications administrative officer and is given political guidance by the Member of Mayoral Committee for Communications and Public Relations. Together, they form the Communications Unit approached by Council to implement both internal and external communications. The Manager of the unit is the

primary point of contact in the communication (he is also the spokesperson of the municipality).

## **1.8 CONCEPTS USED**

### **1.8.1 Communication**

It can be defined as a two way process whereby information (message) is sent from one person (sender) through a channel to another person (receiver) who in turn reacts by providing feedback.

Communication can further be defined as the process of exchanging information and ideas. An active process, it involves encoding, transmitting, and decoding intended messages. There are many means of communicating and many different language systems. Speech and language are only portions of communication. Other aspects of communication may enhance or even eclipse the linguistic code....  
[www.senate.psu.edu/curriculum\\_resources/guide/glossary.html](http://www.senate.psu.edu/curriculum_resources/guide/glossary.html).

### **1.8.2 Internal Communication**

According to Steinberg (2000), internal communication refers to the messages that are shared among members of a organisation – it is usually concerned with work related and provides the means for people to work together and cooperate with each other.

Van Staden Marx and Erasmus-Kritzenger (2002) define it as communication between management and staff at various levels of the organization in order to reach organisational goals.



### **1.8.3 External Communication**

Refers to channels that gather information from the environment and that provides the environment with information about the organization. To maintain links with the environment, to adopt the changing circumstances to functions rationally and efficiently, organisation require information (Steinberg, 2000).

Van Staden et al (2002) define it as communication that takes place verbally (orally and written) and non-verbally (through attitudes and appearances) between the organisation and the out-side world, that is clients, suppliers, the media and the public. The main aim of external communication is to maintain sound public relations and marketing.

#### **1.8.4 Organizational Communication**

De Wine, Blatt and Tortoriello (1978) define Organizational Communication as the study of the flow and impact of messages within a network on interactional relationship.

It is further defined by Redding and Charles (1985) as the study of how people communicate within an organizational context, or the influence, or interaction within organizational structures in communicating/organizing.

‘Organizational communication’ can simply be defined as the exchange of verbal and nonverbal messages within the organizational setting for the purpose of personal and organizational development.

#### **1.8.5 Development**

Development is a particular form of social change leading to improved living conditions and standards. Development may on the other hand be seen as: The act of developing state or state of being developed; a new product of ideas and a new stage in a changing situation (Readers Digest, 2003).

#### **1.8.6 Rural Development**

According to the Development Framework (Republic of South Africa, 1997), rural development can be defined as helping rural people set the priorities in their own communities through effective and democratic bodies. This occurs by proving the local capacity; investment in basic infrastructure and social services, justice, equality

and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women.

## **1.9 ORGANISING THE STUDY**

**Chapter 1** is the introductory phase of this study. It outlines the problem statement, aims and objectives of the study, significance and an overview of the theoretical framework of the study.

**Chapter 2** presents the reviewed related literature. A thorough search on journals of Social Sciences and Humanities, the Internet and computerised databases was conducted to confirm that the topic under investigation had not yet been researched in the selected study area.

A literature survey of computerised databases, journals, books, the internet (amongst others) relevant to the topic under investigation, were reviewed and examined focusing on the communications discipline holistically (its origin, forms and applications), as well in the context of South Africa. A number of documents published by the South African Government have been used to identify specific guidelines and prescripts for general government communication and management. These documents include the Constitution of the Republic of South Africa, the Local Government Municipal Systems Act (32 of 2000), the Government Communicators' Handbook and the Government Communication and Information Service's (GCIS).

More theoretical statements on the Open Systems Theory have been highlighted and discussed hereunder.

**Chapter 3** presents the research methodology/design. This chapter describes the specific research methodologies and procedures used in this study. It outlines the tools and techniques used for investigating the perception of municipal officials and people living within the Mafikeng Local Municipality area about the overall municipal communication and its impact in improving their social transformation.

This chapter commences by highlighting the quantitative research paradigms as used in the research, which is followed by an introduction to the methodology used. Lastly it elucidates ethical considerations and potential limitations for this study.

**Chapter 4** deals with the presentation of the accumulated data as well as interpretation thereof.

**Chapter 5** presents the recommendations and conclusion.

## 1.10 SUMMARY

Chapter 1 has set the scene for the rest of the dissertation providing an orientation of the chapters to follow. Chapter 2 will cover the literature relevant to the study i.e. the origin of communication as a discipline, organisational communication, communication in the context of South Africa (to mention just a few) as well as the general systems theory and how an organisation can be classified as a system.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

Most of the theories associated with communication today are based on notions that are as old as language itself and the beginnings of social and political life. In ancient Greek, as Argenti (1998) explains, the subject now referred to as *communication* was known as *rhetoric*, the use of language to persuade whoever was listening to do something. The art of rhetoric was highly regarded by the Greeks.

Aristotle, who lived and studied under Plato and taught in Athens from 367 – 347 BC, is most associated with the development of the art of rhetoric – although even Aristotle notes that the birthplace of rhetoric as an art was not in Greece, but in Sicily. According to Cicero, in Argenti (1998) explains further, Aristotle gave an account of its origin in his lost history on the subject. It is in Aristotle's major work; *The Art of Rhetoric (reproduced in 1995)*, that one can find the roots of modern communication theory.

Early in this seminal text, Aristotle defines every speech as composed of three parts: the speaker, the subjects of which he treats, and the person to whom it is addressed; the hearer, to whom the end or object of the speech refers. This three part system in Aristotle's definition of speech also has been applied by modern communication experts to all communication, whether written or oral. However, Munter (1997) extends the definition of managerial communication and includes other elements (Communicator, messages, audience, response, channel choice and cultural context).

Munter (1997) widened Aristotle's notion of "the speaker" to "the communicator" (to include either writer *or* speaker) and "hearer" to "audience" (to include both readers and listeners). Munter also added the notion of both "channel choice" (or medium such as e-mail versus telephone) and cultural context as being important considerations in today's business communication.

Ridding (1985) maintains that communication as a named and unified discipline has a history of contestation that goes back to the Socratic dialogues, in many ways making it the first and most contestatory of all early sciences and philosophies.

Having looked at the brief origin of the communication discipline, we would probably all agree that we know its origin, what it is; and that we can recognise it when we see it. However, many different people use view communication in many different ways. Some people immediately think about a conversation between friends, a politician making a persuasive speech, a minister delivering a sermon, or even the exchange of glances between lovers. Others immediately associate communication with mass media such as newspapers, radio and television. To some, communication brings to mind computers, cellular phones and satellites.

Communication is also used to describe traffic signals, morse code, the sign language of the deaf, uniforms, flags and telephone calls. A child's cry, a mother's kiss, a facial expression, even silence are referred to as communication. It is equally difficult to describe why we use communication. People communicate to establish relationship with others, to express feelings and opinions, to share experiences, to work together efficiently, to be entertained, and to persuade others to think as they do. What is very clear is that communication is used to describe many things. For this reason, it is difficult to arrive at an exact definition of communication (Steinberg, 1995).

## 2.2 DEFINING COMMUNICATION

Finding a clear definition of communication is a very difficult task. The *Oxford English Dictionary*, for example, provides twelve different meanings of the term, communication scholars also have a little agreement about the definition – nearly every book on communication offers its own definition. In a survey of the literature on communication, Dance and Larson (1976) found that there were 126 definitions and, since then, even more definitions have been formulated.

Steinberg (1995) argues that one of the reasons for the proliferation of definitions is that there is no single approach to the study of communication. Definitions differ according to the theorists' views about communication. In the scientific study of

communication, there are two general and basic views about communication: a *technical view* and a *meaning-centred view*. Theorists who adopt a technical view are concerned with how accurately and efficiently messages can be transferred from one person to another along a channel such as telephone wire or the airwaves that carry sound and pictures to radios and television sets. They attempt to identify ways of increasing the clarity and accuracy of the message and concentrating on improving the tools and techniques that promote efficient communication.

From a technical point of view, as Steinberg (1995) mentions, communication can be defined very simply as sending and receiving messages, or the transmission of messages from one person to another. A second a more complex view of communication is that, in addition to the transmission of messages, it involves their interpretation and meaning. This view considers communication as a human phenomenon and the central aspect of human existence.

Lisel Erasmus – Kritzinger (2002) argues on the other hand that, communication can be defined as a two way process whereby information (the message) is sent from one person (the sender) through a channel to another person (the receiver) who in turn reacts by providing feedback.

Koehler, Anatol & Applbaum (1981) opine that trying to define concepts such as ‘communication’ is a most difficult, if not an impossible task. If communication is ubiquitous, it is equally equivocal. Go to any convention of the International Communication Association or the Speech Communication Association – communication specialists all – and trip ten persons in the hall at random. Ask each of them to define his or her speciality, that is, communication. The chances are excellent that you will receive ten different definitions (Fisher, 1978).

Although a variety of definitions of communication exist depending on the definer, we consider two points here. (Koehler *et al.*,1981). Both Cherry (1978) & Fisher (1978) concur also that it is the use of words, letters, symbols, or similar means to achieve common or shared information about an object or occurrence. Information is sometimes (facts, opinions, ideas) passed from one individual to another by words or



symbols. If the transmitted message is received accurately, the receiver has the same information as the reader and communication has occurred.

Similarly, Koehler *et al* (1981) suggest that communication is the “eliciting of a response through verbal symbols” in which “verbal symbols” act as the stimuli for the elicited response.

Contemporary theorists regard communication not only as an interactive process of exchanging meaningful messages, but as a *transaction* between the participants during which a relationship develop between them. A transactional process is one in which the people communicating are mutually responsible for the outcome of the communication encounter as they transmit information, create meaning and elicit responses. Communication becomes a reciprocal process in which meaning is negotiated through the exchange of messages (Verderber, R.F & Verderber, K.S., 1992).

From this perspective, (Verderber, R.F & Verderber, K.S., 1992) conclude that communication is defined as a transactional process of exchanging messages and negotiating meaning to establish and maintain relationships.

Redding (1985) does not differ with the above arguments but adds further that, seeking to define ‘communication’ as a static word or unified discipline may not be as important as understanding it as a family of resemblances with a plurality of definitions. Some definitions are broad, recognising that, animals also can communicate, and some are narrower, only including human beings within the parameters of human symbolic interaction.

Nonetheless, communication is equally described along three major dimensions: **content**, **form** and **destination**. Examples of communication **content** include acts that declare knowledge and experiences, giving advice and commands. These acts may take many **forms**, including gestures (nonverbal communication, sign language and body language), writing, or verbal speaking. The form depends on the symbol system used. Together, communication content and form make messages that are sent towards a **destination**. The target can be oneself, another person (in interpersonal communication), or another entity, concludes Redding (1985).

## 2.3 ORGANIZATIONAL COMMUNICATION

The discipline of organizational communication has roots in the discipline of *rhetoric* and dates from the time of the orators of Ancient Greece and Rome, such as Aristotle, Cicero and Quintilian.

Redding (1985) states that the modern field has a more recent lineage through business information, business communication, and early mass communication studies. In the early twentieth century, organizational communication as a discipline consisted of a few professors within speech departments who had a particular interest in speaking and writing in business settings.

Redding (1985) comments further that several seminal publications stand out as works broadening the scope and recognizing the importance of communication in the organizing process, and in using the term "organizational communication". Nobel Laureate Herbert Simon wrote in 1945 about "organization communications systems", saying "communication is absolutely essential to organizations.

Through the 1960s, 1970s and 1980s the field expanded greatly in parallel with several other academic disciplines, looking at communication as more than an intentional act designed to transfer an idea. Research expanded beyond the issue of "how to make people understand what I am saying" to tackle questions such as "how does the act of communicating change, or even define, who I am?", "why do organizations that seem to be saying similar things achieve very different results?" and "to what extent are my relationships with others affected by our various organizational contexts?"

In as far as organizational communication is concerned, (Tortoriello, Blatt & De Wine, 1978) argue that communication and organizations are interrelated, in such a way that should it happen that we remove all forms of communication from the organization, there will be no organization because our daily activities with organizations involve communicating with other people either orally or in writing. Therefore there is no doubt that organizations management 'depend upon

communication'. They then define organizational communication as the study of flow and impact of messages within a network of interactional relationships.

### **2.3.1 Functions of Communication in the Organization**

Koehler *et al* (1981) contend that if we are to observe different organizations, we would notice that communication within organizations serves four major functions which are: (1) Informative Function, (2) Regulative Function, (3) Persuasive Function and (4) Integrative Function.

#### **2.3.1.2 The Informative Function**

Employees in an organization require an enormous amount of information to operate effectively and efficiently. Managers need accurate, timely and well-organized information to reach decisions or to solve conflicts. Without a constant flow of information, managers must make decisions whose success may be more the results of chance than of anything else and conflicts may be exacerbated between personnel.

Koehler *et al* (1981) argue strongly based on a survey they conducted of 219 banking personnel executives that, the kinds of information that are communicated most frequently in their organizations include: (a) information on company goals and achievements, business progress, new facilities, organizational changes, and future business and employee outlook; (b) information on employee compensation, benefits and services. This category includes changes in benefit programmes, wage and salary changes, and reports of profit-sharing results, holiday and vacation schedules as well as tax information.

Other kinds of information mentioned by the survey respondents included information about company rules, policies and programmes, including working conditions and safety, equal employment opportunity programmes, promotions, and opportunities for training and advancement including changes, position openings, education and social programmes.

### **2.3.1.2 The Regulative Function**

The second of the four functions of communication in organizations is the regulative function. Here, Koehler *et al* (1981) deliberate that the operation of any organization is predicated upon its managers' ability to control and coordinate the activities of the organization. Manuals, policies, memos, and instructions comprise a set of guidelines for running the organization.

In all organizations, two elements impact upon the regulative function. First, management controls information transmitted. The manager sends orders downward to employees. The orders place the communicator in a position of authority with an expectation of compliance. However, the employees' acceptance of that order will depend upon (1) acceptance of the legitimacy of the source to send the communication, (2) power of the source to impose sanctions, (3) perceived competence of the source relative to the issue communicated, (4) trust in the source as a leader and person, (5) perceived credibility of the message received, and (6) acceptance of the task and goals that the communication is trying to accomplish. Secondly, regulative messages are basically work-oriented, concentrating on tasks that are necessary to accomplish a particular job.

### **2.3.1.3 The Persuasive Function**

Koehler *et al* (1981) point further that, in regulating the organization, managers quickly discover that power and authority will not always result in the desired control. Managers must often regulate through persuasion, which is used at all levels in the organization – such as employee's requesting a raise from the boss or the manager's getting the employee to do a beyond her or his job description. Many superiors prefer to persuade subordinates rather than issue orders. Successful managers realize that voluntary compliance by employees provides greater commitment than commands or appeals to authority.

#### **2.3.1.4 The Integrative Function**

The last of the four functions of communication within organizations as identified by Koehler et al, is the Integrative Function. It is here where they argue that the integrative communication functions are those that operate to give the organization unity and cohesion – defining objectives and tasks for the purpose of facilitating the entry and smooth absorption of appropriate participants; coordinating the activities and schedule of various individuals and departments; eliminating redundancy and wasted effort.

Integrative processes serve to draw the organization's boundaries, taking in those individuals and activities that contribute to its objectives and excluding those that do not. The design of organizational structure – the provision of channelling information and authority, power allotment, and the assignment of responsibility – represent an integrative function. The principal thrust of integrative communication is in the direction of identity and uniformity.

Above all, the best-integrated employees are those who are told what goals and objectives are, how their jobs fit into a total picture, and the progress they are making on a job. This might as well occur through informal communication in the organization such as conversing during tea breaks, company picnics, and athletic teams and also through informal reports of personal achievements.

Having examined the four major functions that communications serve in any organizations, we may well agree that these four functions are not mutually exclusive, since any act of communication can fulfil several functions.

#### **2.3.2 Organisational Culture**

Fielding (1997) says culture in an organization refers to the patterns of basic assumptions, beliefs, attitudes and values that a group has built up. The group builds these up as it learns to cope with its problems of working as a group and adapts to the business environment. These assumptions, beliefs and values have worked well enough to be considered valid. People feel therefore that, this is the correct way to perceive, think and feel in relation to their problems.

Fielding (1997) argues further that, the assumptions, beliefs, attitudes and values evolve slowly over time. They have become so internalised by members that they are no longer aware of them. These assumptions, beliefs, attitudes and values become part of the collective mind of an organization. People within a specific organizational culture will share a set of symbolic codes, for example, a language or non-verbal behaviour. The culture becomes a conceptual framework within which an organizations works.

## 2.4 COMMUNICATION WITHIN AN ORGANIZATIONAL SETTING

Organizations cannot exist without effective communication. This means that they need to be structured to achieve the best possible flow of information. This structure does, however, as Fielding (1997) puts it, place certain restrictions on how information flows, and the content of messages in addition; members of an organization have different needs, perceptions and expectations. This means that communication will not always be perfect.

For example, superiors might wish to get certain information from subordinates. The subordinates might not wish to give this information, but might feel that they are entitled to certain information.

Fielding (1997) argues further that, messages in organisations covers more than factual information. They also cover information about peoples' feelings and attitudes. When people have to work together they need to:

- Find out what work needs to be done;
- Tell each other about this work;
- Control each other as the work progress

Organizations therefore have to design their communication systems to control:

- The direction of messages and
- The amount of information sent to people under stipulated conditions

They also have to ensure that adequate feedback is received.

### 2.4.1 Types of messages in organizations

Fielding says that four types of messages are found in organizations:

- **Messages used to maintain good relationships**

These messages are not intended to give information or orders. They take the form of small talk such as greetings, comments about how people feel; enquiries about people's health or families as well as expressions of goodwill or sympathy.

All these messages are designed to keep communication going and to pave the way for future communication.

- **Messages containing information about tasks.**



These messages contain information to enable the business to be run. These messages need to be as precise as possible so that people can base their decisions on accurate facts.

- **Messages instructing people to do things**

These messages are the orders or guidelines given in the company to ensure that jobs are done. They must also include standard procedures to be followed when routine tasks are undertaken. These messages generally flow from top down.

- **Messages about goals, philosophy and ethics of the company**

These messages contain certain guidelines to staff or the company's goals and philosophy. They also stress the ethical approach of the company to guide

staff in the dealings with customers, suppliers and the general public. These messages generally flow from top down.

Winning the support of internal stakeholders can be as important as reaching key external audiences, and will be vital to the success of your communication programme. Internal communications need exactly the same kind of analysis and strategy as external communication; there will be distinct audience group who should be 'segmented', and the same process of collection and insight generation apply to internal as to external groups, *Why is internal communications important?* Retrieved: June 12, 2007 from <http://engage.comms.gov.uk/knowledge-bank/internal-communication.html>.

Information should be effectively disseminated to internal stakeholders. Smith, Berry and Pulford (1999) contend that internal communication can play a major role in motivation of staff performance, which in most businesses will have a significant impact on quality of product and service delivered to the customer. Internal stakeholders are the main clients. They have to be taken along. They should know what is happening within the company. Consequently, they need to know what is expected of them.

Smith et al (1999) argue further that information within the organization can be disseminated through e-mails, information meetings, notice boards, fliers, circulars, brochures, intranet, e-mails and newsletters. There are communications glitches that are unintended, for example computers go off line while there is a queue of customers who are to be registered.

Most experts on organizations, management and leadership, assert that effective communication is the foundation for effectiveness in any type of organizations. Some leaders misinterpret communication to be the same as paperwork or bureaucracy and so they are averse to a high degree of communication. As leaders and managers, they realize the need to effectively convey and receive information, and efforts at communications (internal and external) increase substantially.



## 2.5 THE IMPORTANCE OF INTERNAL COMMUNICATION

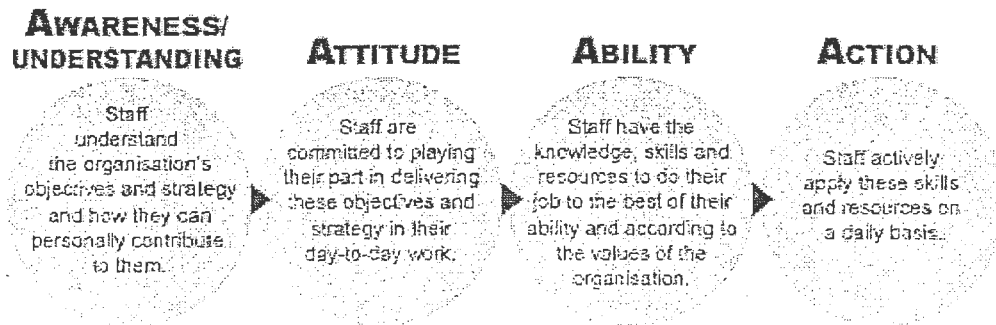
Organisations cannot do without internal communication. According to Deshmukh (2000), [head of Human Resources of SAS Company in India], the following are the reasons why internal communication is important for an organization:

- It provides information and encourages sharing by driving and supporting the organization's short-term and long-term goals and objectives;
- It ensures that these initiatives are implemented and followed;
- It ensures that knowledge sharing and communication processes are part of the daily workflow across all functions of the organization; and
- It also helps to drive ownership and shared engagement.

Watson Wyatt Worldwide (2005), opines that by engaging staff with departmental vision and values so that they can apply them in their day-to-day work, creates a culture that does two things (1) improves policy implementation and (2) increases the chances of achieving organizational objectives. 'Good communication improves performance'. Organizations that have strong communications function, consequently outperform those that do not. Watson (2005) continues by arguing that private sector companies that communicate effectively have a 19.4 percent market premium than companies that do not, they are also 4.5 times more likely to report higher levels of employee engagement than firms that communicate less effectively.

As with internal communications, it is not enough to have a tactical approach. Every organization should develop, implement and monitor an internal communication strategy in accordance with its best practice and the needs of staff. Successful internal communications provokes a positive change in staff behaviour. At the same time as seeking to motivate the entire workforce, it enables individual staff to progress from a general awareness of what is expected of them to a proactive application of the vision and values.

## 2.5.1 The Four A's of Internal Communications



Source: <http://engage.comms.gov.uk/knowledge-bank/internal-communication/why-is-internal-co...>

The above diagram contains four boxes, linked by arrows that show that the **four A's** of internal communications form a process.

### Box 1: Awareness of understanding

At this stage, staff understand the organisation's objectives and strategy and how they can personally contribute to them.

### Box 2: Attitude

At this stage, staff are committed to playing their part in delivering these objectives and strategy in their day-to-day work.

### Box 3: Ability

At this stage, staff have the knowledge, skills and resources to do their job to the best of their ability and according to the values of the organisation.

### Box 4: Action

At this final stage, staff actively apply these skills and resources on a daily basis.

## **2.6 SUCCESSFUL INTERNAL COMMUNICATION**

Internal communication is an interactive process that is made up of five stages. They are (1) Understanding communication needs; (2) Developing an internal communication strategy; (3) Engaging people with the organisation's vision and values; (4) Supporting implementation; and (5) Creating a knowledge sharing culture.

### **2.6.1 Understanding Communication needs**

Setting out to change people's attitudes and behaviour, within the organisation without having a good idea of their needs, limits chances of success. Before carrying out an internal communications activity, you need to find out all you can about the communication needs and motivators:

- Who or what has the greatest influence on them?
- What information do they need to help them do their work more effectively?
- Do they understand your department's vision and values?
- Do they feel they are an important part of achieving departmental objectives?

### **2.6.2 Developing an internal communication strategy**

Every organisation should have an internal communication strategy that shows how internal communication will help to fulfil departmental objectives.

The strategy should be a single, coherent and narrative document that describes the proposed solution to the internal communications challenge. It should set out:

- The nature of the challenge;
- The key considerations in addressing it;
- The choices that have been made;
- The key drivers of those decisions (crucially your insight into your audience);

- The resources required;
- The stages to go through; and
- The evaluation criteria.

The internal communications strategy is as important as any other strategy contributing to wider organisational objectives, and should never be considered as an afterthought (successful internal communication: 2006).

### **2.6.3 Engaging people with vision and values**

True staff engagement is more than just telling people where you are going, how you are going to get there, and how they can play part it is about tapping into their personal motivators and passions. You need to demonstrate how values are more than worthy statements and how they can be applied on a daily basis.

Getting this right means that you are more likely to release ‘discretionary effort’ – the extra effort that people apply to work when they are motivated – and to meet organizational objectives.

### **2.6.4 Supporting implementation**

A great strategy needs an equally great implementation approach.

This is about:

- Ensuring core messages are clear and consistent and are delivered in the right way and at the right time;
- Encourage a culture of feedback and action; and
- Measuring impact and effectiveness.

The approach you use will depend on what research has revealed to be most important communication needs in your organizations. A similar media planning approach as that adopted for external communication is recommended.

### 2.6.5 Creating a knowledge – sharing culture

Like in any organisation, barriers to sharing knowledge have to be overcome, such as:

- Working in isolation;
- Lack of learning from the past;
- Incomplete pictures of how systems work;
- Frustration with IT infrastructures; and
- An overload of general communication but little information and knowledge that helps individuals do their jobs.

Knowledge sharing and management are increasingly important since there is an increase in number of our ageing population which retire and take their expertise and knowledge with them. Research conducted by The Delphi Group (2006) reveals that much knowledge is stored in employees' brains, for example: 42 percent of knowledge within an organisation is stored in employees' brains; 26 percent in paper documents; 20 percent in electronic documents and electronic knowledge base amount to only 12 percent.

Whether the above mentioned five stages of successful internal communications are completed successfully, depends heavily on partnership working between key teams within the organization:

- **Communications** – planning and managing two-and-three way communication throughout the organisation
- **Human Resources** – planning and managing people processes, including reward, remuneration and development – important influences on staff motivation and retention; and
- **Leadership team (including policy leads)** – custodians of the core business messages that set direction and priorities for the organization.

It is also important for internal communicators to invest in building close, cooperative relationships with key decision makers from each of these teams. These relationships

can be consolidated by forming a working group that includes people from these disciplines. Representatives should be well known, well represented, have the authority to make decisions and have the skills to make things happen.

Any activity the partnership engages in should be sensitive to political environment, culture and organisational priorities. It should also contribute to the wider organisational strategies (Successful Internal Communication, 2006).

## **2.7 COMMON CAUSES OF PROBLEMS IN INTERNAL COMMUNICATION**

**If I know it, then everyone must know it** – Perhaps the most common communications problem is management's (leaders' and managers') assumption that because they are aware of some piece of information, then everyone else is, too. Usually staff are not aware unless management makes a deliberate attempt to carefully convey information (Biz-community, 2006).

**We hate bureaucracy – we're "lean and mean."** – When organizations are just getting started, their leaders can often prize themselves on not being burdened with what seems as bureaucratic overhead, that is, as extensive written policies and procedures. Writing something down can be seen as a sign of bureaucracy and to be avoided. As the organization grows, it needs more communications and feedback to remain healthy, but this communication is not valued. As a result, increasing confusion ensues - unless management matures and realizes the need for increased, reliable communications. (biz-community, 2006).

**I told everyone, or some people, or...?** – Another frequent problem is managements' not really valuing communications or assuming that it just happens.

**Did you hear what I meant for you to hear?** - With today's increasingly diverse workforce, it's easy to believe you've conveyed information to someone, but you aren't aware that they interpreted you differently than you intended. Unfortunately, you won't be aware of this problem until a major problem or issue arises out of the confusion. (biz-community, 2006).

**So what's to talk about?** - Communications problems can arise when inexperienced management interprets its job to be solving problems and if there aren't any problems, then there's nothing that needs to be communicated. (biz-community, 2006).

**If I need your opinion, I'll tell it to you** – Lastly, communications problems can arise when management simply sees no value whatsoever in communicating with subordinates, believing subordinates should shut up and do their jobs (biz-community, 2006).

## 2.8 KEY PRINCIPLES TO EFFECTIVE INTERNAL COMMUNICATION

1. Unless management comprehends and fully supports the premise that organisations must have high degree of communications (like people needing lots of water), the organisation will remain stilted. Too often, management learns the need for communication by having to respond to the lack of it.
2. Effective internal communication start with effective skills in communication, including basic skills in listening, speaking, questioning and sharing feedback.
3. Sound meeting management skills go a long way towards ensuring effective communication, too.
4. A key ingredient to developing effective communications in any organisation is each person taking responsibility to be assertive when they do not understand the communicator or to suggest when and how someone could communicate effectively  
([http://www.managementhelp.org/mrktng/org\\_cmm.html](http://www.managementhelp.org/mrktng/org_cmm.html)).

Nokia, a cellular phone manufacturer, is one example of companies committed to a strong internal communications culture and practice. Its broad range of communications activities, channels and media strive to help employees manage and use corporate information they receive in their work and organisational relationships and in doing so, be fully engaged in the delivery of the company's strategy and the Nokia way.

Nokia promotes a culture where good communication practice is integrated into everyday interaction with and between employees and where shared vision and goals, shared knowledge, openness, speed and integrity are paramount. The company measures its performance in internal communications through the company wide annual employee opinion survey as well as targeted surveys around specific communication activities. (Nokia, 2006).

### **Case study on effective internal communication**

In most organizations the quality of communication is either not effective or is absent.

**Case 1:** Deloitte and Touche Human Capital conducted a survey among American Chief Executive Officers who were asked which Human Resource issues are very important to the success of the organization, 95 percent of them said “effective internal communication.” Simultaneously, only 22 percent agreed that they thought it was being delivered effectively. “I agree with the conclusions”.

In the IT industry, human issues are even more important because people are an asset to the organization; their skill-sets are the capital, their mindset is the driver,” says Sanjay Mandlik, corporate champion-HR & Total Quality Management, Emerson Network Power (India). He strongly believes that the HR person should be highly qualified in understanding the communication process, and should champion it with full ownership.

P K Sridharan, president, India operations, Hexaware Technologies, concedes that there is a gap between desire and action. “However in recent times companies have begun to realize the significance of their internal customers. But I believe that besides having effective internal communication, it is critical to have an efficient delivery mechanism.” He points out that there have been several instances in the past where internal communication failed as the delivery mechanism for it was not perfectly ‘oiled.’

It is well known that the root cause of most internal communications problems being faced by a company often stems from ineffective communication. “In high-context



cultures like India, the delivery of the message is as important as the message itself. It is therefore necessary to identify the best possible methods to reach your message to the target audience—in this case, your employees,” explains Sunder Rajan, general manager-HR, Infinite Computer Solutions.

Rajan argues further that the IT (Information Technology) sector faces unique issues peculiar to the nature of the industry. With employees of most IT services companies spread across geographies onsite, offshore and onshore, internal communication is a challenge. “However, because most IT employees are technology-savvy, the use of technology can largely address this issue. Intranets, e-mail, e - newsletters and video conferencing are some tools that can be used effectively to drive an internal communication programme,” he states (<http://expresscomputeronline.com/20050207/technologylife01.shtml>).

### **Vital link**

Effective internal communication helps the organization to meet its objectives. It is the vital link that enjoins everyone to deliver his best. “Communication is not a language, but it involves trust, relationships, control and delegation. It also creates transparency within the organization. Many corporations create their value statements by giving the right space for the communication to convey the right message to the people,” states Mandlik. He says that several organizations fail due to ineffective communication even though they have some very competent people.

**Case 2:** Notes Sridharan, “In recent surveys conducted across industries, and especially the IT industry, money is a distant second reason why employees opt to be part of an organization. The primary reason by far is a sense of direction clearly communicated by the top management to employees so that they feel a sense of belonging to and responsibility for the growth of the company. Successful organizations build this loyalty through effective internal communication.” He affirms that it is also desirable that employees get to know of company developments before they become public. This helps in raising the morale and motivation of employees, and thus increases productivity. Internal communication also helps stimulate much-needed feedback from employees to top management.

Gauri Deshmukh, head of Human Resources at SAS India, lists the following reasons why internal communication is so important for an organization:

- It provides information and encourages sharing by driving and supporting the organization's short-term and long-term goals and objectives.
- It ensures that these initiatives are implemented and followed at a local level.
- It ensures that knowledge-sharing and communication processes are part of the daily workflow across all functions of the business.

It helps drive ownership and shared engagement (<http://expresscomputeronline.com/20050207/technologylife01.shtml>).

## **2.9 FLOW OF MESSAGES IN AN ORGANIZATION**

The flow of information refers to the direction in which messages travel in the organization. In organizational communication, Steinberg (2002) and Fielding (1997) concur that we generally talk about information that proceeds vertically (upward and downward) and sideways (lateral and horizontal).

### **(a) Downward Communications**

This communication involves managers communicating down the line to subordinates. The following type of information might be sent:

- Information about the mission and vision of the organisation;
- Feedback to subordinates about their performance;
- Instructions for specific tasks

### **(b) Sideways Communications**

Sideways communications (also called lateral and horizontal communication), or peer communications take place between departments in a company or between managers of equal ranks.

This type of communication involves the following type of messages:

- Reports on the activities of departments to keep other departments informed; and
- Reports to managers on company policies and progress so that they are able to make informed decisions.

### (c) Upward Communications

This type of communication is called subordinate/manager communication. It involves communication from the lowest position to the highest position within an organisational setting.

The following types of messages are involved:

- Reports about individual problems and performance;
- Reports on what needs to be done and how to do it;
- Memoranda about the practical results and practices; and
- Messages in suggestion boxes about specific staff problems.

Fielding (1999) concludes that effective upward communications places heavy demands on managers and subordinates alike. Managers have to be prepared to listen to criticism or to new ideas that might seem threatening. They have to foster an atmosphere of openness and trust. They should also strive to be as objective as possible. Subordinates on the other hand, have to be prepared to suggest new ideas, and criticize present practices. They, also have to be honest and as open as possible, if upward communication is to succeed.

## 2.10 FORMAL AND INFORMAL COMMUNICATION CHANNELS

Steinberg (2002) says that channels of information in the organization are described by distinguishing between the **formal** and **informal** flow of information. **Formal channels** are the official channels through which communication is exchanged. Formal channels may be written or oral and include personal instructions, interviews,

training programmes, and letters, memoranda and oral reports. However, information is also exchanged unofficially or informally during, for examples, conversations among employees. Such information may be work-related or may be concerned with social and personal matters. Informal channels may at times prove to be a more effective means of communication than the organization's formal channels.

## **2.11 EXTERNAL COMMUNICATION**

External communication means any form of information dissemination intended for external audience. van Staden et al (2002) put forth that external communication is a communication that takes place verbally (orally and in writing) and non-verbally (through attitude, appearance, gestures or facial expressions) between the organisation and the outside world, that is clients, suppliers, shareholders, investors, the media and the general public.

The main aim of external communication is to maintain sound public relations and marketing. External communication undertaken by each of the members of the organization conveys a particular image of the organisation to the outside world. An effective external communication system is therefore very important for the general growth of any organisation, conclude van Staden et al (2002).

### **2.11.1 Objectives of External Communication**

Department of Social Development in the North West Province (2003) state that the objective of external communication is to facilitate the dissemination of service delivery information to the public through identified external communication drivers and tools. This is in line with the constitution – right to information, and government policies such as *Batho Pele*.

The policy framework states further that the department responsible for external communication provides a structural framework for the management of external communication programmes. Its objectives are to:

- Enhance and promote the corporate image of the organisation to its stakeholders with a view to ensure effective transmission and cascading of information between members and the public,
- Build reciprocal relations with the media (both print and electronic),
- Ensure that the target audience and/or clients are informed of all the services that are offered by the department, and
- Enhance partnership with various stakeholders.

## 2.12 COMMUNICATION AND THE OPEN SYSTEM

### 2.12.1 The Systems theory

The systems approach has its roots in the General Systems Theory, a natural science approach first used to describe general qualities of organic and inorganic systems and their interactions with their environments. It defines a system as a physical or conceptual entity composed of interrelated parts (van Niekerk., van der Walt & Jonker, 2001 & Angelopulo, 1994).

According to this approach, a system can either be closed or open. A closed system does not have any exchange with its environment. An open system, on the other hand, interacts with its environment to achieve growth and balance. An open system can be recognised by the fact that it is made up of a number of parts or elements; it exists in an environment it impact and impacted by; it has mutual relationships with its own subsystems and the bigger suprasystem that it forms a part of; and it has specific attributes or properties (Horak, 2006).

Those common characteristics relevant to this study are discussed in the following paragraphs.

The parts of a system are arranged in highly complex ways that involve subsystems and a suprasystem, the ordering of which shows levels of *hierarchy*. Thus a system is made up of smaller subsystems and is also part of a larger suprasystem (Windahl, Signitzer, Olson, 1992; Heath & Bryant, 1992).

McLaughlin, (1986), Booth, (1993) & Windahl *et al* (1992) contend that the parts of the system are *interdependent*. This means that all parts of the system are linked and have a mutual effect on one another. Each part of the system has a function that is related to the system as a whole. The functioning of one part of the system is reliant of the other parts of the system. When one part is affected either negatively or positively then it will have an effect on the other parts of the system. When the system is an organization, the link between different parts of a system is formed primarily through communication and this communication also facilitates the independent relationship of these parts by allowing a flow of information from one part to another.

Windahl *et al* (1992), Heath & Bryant (1992) articulate further that the parts of an open system have *permeable boundaries* that allow information and materials to flow in and out. One is able to classify systems as either closed or open depending on their degree of permeability. The higher the permeability, the more open the system. All systems require some degree of permeability in order to survive. An open system allows in information that helps it adapt and assess whether its actions are moving it towards its goals. A closed system does not. The degree of openness of the system's ability to interchange information dynamically with its environs is thus directly related to the system's ability to adapt and survive.

The attribute of *homeostasis* describes the tendency of the system to adapt dynamically through self-regulation in order to survive and prosper (Heath & Bryant, 1992). This is the adaptation mentioned in the previous paragraph about permeable boundaries.

### **2.12.2 A systems approach to organisations**

According to Grunig and Hunt (1984) organisational theorists consider organizations to be open systems. This is clear since an organisation is an organised set of interacting parts (subsystems) each of which affects the other (other subsystems) as well as the total organisation (the system). Heath and Bryant (1992) argue further that the main aim of a system is that its actions must achieve its goals. Grunig (2001) confirms on the other hand that an organisation is only effective if it achieves the goals it sets itself. However, a system does not function in a vacuum but within an

environment. This has an impact on a system and the system also has an impact on the environment.

It is because of this reason that a public relations function plays a vital role in the survival of an organisational system. However, this role of public relations according to their systems theory, has not been recognised within organisations.

All strategies and actions of an organisation have the potential to impact on the public opinion. It is the task of the public relations function to provide an organisation with guidelines (proactively and reactively) to achieve public acceptance. This is because public relations is the only function that interacts either directly or indirectly with all the publics of the organisation.

## **2.13 GOVERNMENT COMMUNICATION IN THE SOUTH AFRICAN CONTEXT**

### **2.13.1 Communications in the Local Government Environment**

South African government is a constitutional democracy with national, provincial and local spheres of government forming the hierarchy of the larger system. The three tiers are distinctive yet interdependent and interrelated. Local government has been established as a grass-roots level government in the form of municipalities or city councils, to promote the well-being of the residents in a particular geographical area. It is often referred to as "grass-roots government" because it operates in immediate proximity to the residents and because its effective service delivery requires intimate relations with them (Horak, 2006).

Legislation prescribes that the residents of a local government entity are its priority stakeholders and primary concern. Local government is expected to provide residents with services within the guidelines and prescription (legislation) put in place by the larger political system (Van Niekerk *et al.*, 2001). Some of these legislative guidelines pertain to general government communication.

## **2.14 CHANGES AFFECTING GOVERNMENT COMMUNICATION**

### **2.14.1 Historical Overview**

Media restrictions during South Africa's 45 (forty-five) years of apartheid government meant that communities only had limited access to information about government activities. This culture of limited access and dispersal of information meant that the structural framework to communicate with communities was not geared towards modern systems of communication and information delivery. It also meant that there was limited involvement by entire communities in the decision making and activities of local government entities (Horak, 2006).

A new democratic government structure was introduced to South Africa in May 1994. The new Government of National Unity made a number of changes in order to improve the state of government communications after coming into office. Amongst these was complete access to government information, freedom of expression and involvement by residents in local government decision-making.

In 1995 the then Deputy President of South Africa, Thabo Mbeki, appointed a task team to investigate the state of government communication in general. The Task Group on Government Communications was dubbed "Comtask". Its mandate was to examine government communications at the local, provincial, national and international level in order to make recommendations on new policies, structures and budgets to improve government communications (Horak: 2006 & GCIS, 2004).

At the time of the Comtask investigation the South Africa Communication Service (SACS) was the body responsible for servicing government in terms of communication issues. On 18 May 1998, during the Budget Vote of the SACS, Comtask's research culminated in the announcement that a new body, the Government Communication and Information Services (GCIS), had been formed to replace the SACS (GCIS, 2004).

The GCIS is currently located in the presidency function and is responsible for setting up and running the new Government Communication System and transforming



government communication functions. GCIS was tasked with drafting communication strategies and programmes for the government at national level, as well as integrating the communication operations of all government departments. It has since come forward with numerous guidelines for communications at all government levels (GCIS, 2004).

The GCIS provides guidelines to entrench new ethos and approaches to government communications in order to assist government communicators to align themselves with the overall government communications system (GCIS, 2004).

In its guidelines to, the GCIS compels government communicators to view communications as a strategic part of governmental service delivery. A government communicator's handbook was introduced by the GCIS and is updated annually as a tool for government communicators. It provides guidelines that include, amongst others, government communication strategy, media liaison and management, development communication, understanding of government policy, marketing and advertising and managing the corporate identity of government. The handbook also explains how strategy and planning remain key elements for effective, integrated and coordinated government communications (GCIS, 2004).

The GCIS manual describes a government communication unit as an instrument of service delivery by providing vital information to its community and involving it in the business of local government. The manual goes on to describe that an internal communication plan, which takes the internal environment into account, must be drawn up to target employees with specific strategic messages. The GCIS also highlights that it is critical for government to manage a crisis situation in the right manner (GCIS, 2004). However, the manual does not explain in detail how local governments should prepare for or deal with a crisis. The guidelines provided by the GCIS are valuable to local government to improve the effectiveness of communications.

Some legislation also prescribes the way in which local government must communicate to its primary stakeholders, its residents. These will be discussed below.

### **2.14.2 The nature of local government communication**

A shift of focus in government communications came with the introduction of a new political dispensation in 1994. A definite obligation is placed on local government to view communications as a strategic tool: both in relation to the mandate of service delivery as well as the primary channel to ensure public participation in the processes of democracy. Various legislations prescribe that the public is now part and parcel of government (Municipal Systems Act 2000). Every voice counts and every person may hold the government accountable for its decisions and actions.

The new local government structure places complex requirements on government communicators to undertake communications with customers, voters and community. It is imperative to develop systems and processes to ensure that appropriate message, mediums and techniques have been put in place. No sphere of government can afford to simply communicate non-strategically in reactive or ad-hoc manners since they are now held accountable for all communication actions or lack of communication (Horak, 2006).

### **2.14.3 The Constitution of the Republic of South Africa, 1996**

The adoption of the new Constitution of the Republic of South Africa in 1996 as well as the series of laws guiding local government in South Africa has changed the way in which local governments are required to communicate with communities (Hetherington & McKenzie, 2003). According to Article 32 (I) of the Constitution of the Republic of South Africa (1996), every South African citizen has the right to access any information held by the state. It is a principle of transparency allowing citizens to exercise or protect their rights and to have a say in the decisions and actions of government.

The constitution now also guarantees the freedom of the media in order to assist the public to access information about government activities. This fosters a culture of openness and accountability and a need for modern systems of communication and information delivery (South Africa, 1996). This poses a challenge to government

communicators who may be used to withholding information in the midst of a public relations crisis.

#### **2.14.4 Local Government Municipal Systems Act, No 32 of 2000**

Furthermore, the Local Government Municipal Systems Act (MSA) (32/2000) provides strict rules on communicating with the public.

Section 18 of the Act, prescribes that when communicating with its residents, government must take into account the language preference and usage within the municipal area and also take into account the special needs of people who cannot read or write (MSA, 2000).

Section 21 of the same Act prescribes that government, including local government, must make use of the local newspaper(s) in the area, trustworthy newspaper(s) circulated in that area as well as radio broadcasts covering the area of the local government. Any official notification to be given by the local government must be in the official languages determined by the council, having regard to language preferences and usage within its area (MSA, 2000).

#### **2.14.5 Promotion of Access to Information Act 2 of 2000 (PAIA)**



PAIA gives people the right of access to any information held by the State and any information that is held by another person and that is required for the execution or protection of any rights. This means that a person can request access to information held by public bodies, as well as from a natural or juristic person (private body). In the case of a request for access to information held by a juristic person, a person/body requesting information have to indicate that information requested is required for the exercise or protection of any rights (South African Human Rights Commission, 2007).

This right of access to information is a right in terms of section 32 of the Constitution of the Republic of South Africa and PAIA gives effect to section 32, by amongst others:

- Providing and detailing the procedure that must be followed in order to make a request for information;
- Stating from whom a request can be made;
- Detailing the duties of the bodies, from whom a request is made;
- Describing what information can be requested;
- Describing when the requested information must / may be refused; and
- Describing what mechanisms and procedures are available to you if your request for access to information is refused (South African Human Rights Commission, 2007).

## 2.15 DEVELOPMENT COMMUNICATION

‘Development communication is the art and science of human communication applied to the speedy transformation of a country and the mass of its people from poverty to a dynamic state of economic growth that makes possible greater social equality and the larger fulfilment of the human potential.’ - (Nora Quebral; Quoted in *Development Communication - Rhetoric and Reality* by Pete Habermann and Guy de Fontagalland) (GCIS, 2006).

Development communication is the provision of information to the people that can be used to improve their socio-economic well-being.

The development communication approach is aimed at making public programmes and policies real, meaningful and sustainable. Information must be applied as part of community-development efforts and must address information needs identified by communities, including various structures and groups within communities. Most importantly, the information should take into consideration the diversity of culture and language and different literacy levels. The intended outcome is to make a difference in the quality of life of individuals and communities (GCIS: 2006).

Development communication is the integration of strategic communication in development projects. Strategic communication is a powerful tool that can improve the chances of success of development projects. It strives for behaviour change and

not just information dissemination, education, or awareness raising. While the latter are necessary ingredients of communication, they are not sufficient for getting people to change long-established practices or behaviours.

Meaningful communication is about getting information out to particular audiences, listening to their feedback, and responding appropriately. Whether discussing a development project or broader economic reforms — from health, education or rural development to private sector development, financial reform or judicial reform — the idea is to build consensus through raising public understanding and generating well-informed dialogue among stakeholders.

Well-conceived, professionally implemented communication programs that are tied directly to reform efforts or development project objectives that bring understanding of local political, social and cultural realities to bear in the design of development programs can make the difference between a project's success and failure (<http://web.worldbank.org>).

Matebesi (2005) reasons as far as development communication is concerned that, development information is not simply meant to inform people about municipal achievements or services. It is also aimed at enabling them to take maximum advantage of existing socio-economic opportunities available in government. He concludes that development communication is about providing for historically disadvantaged communities that empowers them.

### **2.15.1 The development-communication approach**

#### **(a) It is responsive**

This means that communication between government and the community must be responsive to the needs of the community within the context of government's mandated programme to improve the lives of all South Africans (GCIS, 2006-7).

**(b) It relies on feedback**

It is a two-way communication process that involves consultation with the recipients of information and provides them with answers to their queries. This process similarly gives government an opportunity to listen to the ideas and experiences of communities, especially about programmes and services aimed at improving their lives (GCIS, 2006-7).

**(c) It must be creative and innovative**

The message must clearly show how information can better the lives of recipients. The message must promote hope and trust among its recipients, as well as encourage them to be interested in its content and to become a part thereof (GCIS, 2006-7).

**(d) It is about continuity and sustainability**

It is not about government dumping communication material on communities and not making sure that they understand its content. Follow-up workshops can be arranged to emphasise the importance and necessity of the information. The community must therefore use it continually and in a sustained way to enrich their lives. It must be available continuously when there is a need (GCIS, 2006-7).

### **2.15.2 Community participation**

Development communication is about planning with communities and identifying their information needs. It is also about working with communities in disseminating information, and inviting government officials to explain how programmes work and how they can be accessed (GCIS, 2006-7).

**(a) Use of resource material**

Various forms of resource material can be used to promote development communication. This resource material can be used for awareness purposes and to

mobilise the community to attend workshops, road shows, dramas, izimbizo, etc (GCIS, 2006-7).

**(b) Loud hailing**

A loudspeaker can be used to mobilise a particular community to attend an event at a stadium or community hall. It is used preferably in deep rural areas to mobilize communities (GCIS, 2006-7).

**(c) Word of mouth**

This entails the ‘each-person teaches-another’ principle, whereby information is spread through friends, families, neighbours, etc. It is also preferred in deep rural areas where everyone knows one another (GCIS, 2006-7).

**(d) Posters**

A well-designed and printed poster can be put up in community halls and public places such as schools, clinics, post offices, local businesses, etc. to disseminate a particular message. The culture of having community notice boards at Thusong Service Centres (previously multi-purpose community centres) should be developed (GCIS, 2006-7).

**(e) Promotional material**

Products like T-shirts, caps, key holders, etc. can be used in big projects

**(f) Flyers**

This entails a small and simplified version of the key concepts and messages that is quick to read and easily understand (GCIS, 2006-7).

**(g) Thusong Service Centres/Multi-purpose Community Centers (MPCC):  
vehicles for integrated service delivery**

The Thusong Service Center concept, previously known as the Multi- Purpose Community Centers, was introduced by GCIS with the goal of providing every South African citizen with easy access to government information and services near their place of residence. It is a community center dedicated to the provision of government information from national, provincial and local governments. Local communities living near a Thusong Service Center can also request information according to their specific needs (GCIS, 2004).

These centres are designed as places of a more permanent or semi-permanent point of contact between communities and government, and from which a number of programmes and projects can be run. No less than six government services are offered at Thusong Service Centres. A further development has been GCIS' commitment to the location of a government information centre in each of the district municipalities.

GCIS communication officers have a significant role to play in expediting the notion of development communication. This is largely as they interact directly with communities on a regular basis, monitoring and evaluating the impact of the work done through Thusong Service Centres and how this has improved the quality of communities' lives (GCIS, 2006-7).

However, if local government is unable to provide a dedicated Thusong Service Center, it should consider establishing an information center. This center must be a central point where information can be obtained on request. It could be a venue that already exists to provide other services e.g. a library or clinic (GCIS, 2004). The community can be informed to receive vital information from this point when they require it.

**(h) Local liaison and information management**

All development-communication programmes and projects should be aligned to the Integrated Development Plan (IDP). The IDP is an essential management tool for



local government, whereby communities are encouraged to participate in local-level decision-making and planning for service delivery in an integrated manner. Municipalities, and in particular wards, are key entry points for the development-communication practitioner (GCIS, 2006-7).

The Ward Information Management System (Wims) is an online resource in the form of a database for district-based communication officers. It provides access to community profiles (including literacy levels, languages, local organisations and stakeholders) at ward level. While this is currently only an internal GCIS operational system, government communicators are encouraged to request profiles of areas where campaigns are to be implemented (GCIS 2006-7).

#### **(i) Ward committees**

The importance of ward committees as a link between the community and local government has been the topic of many discussions. Each ward within each municipal district is required to have a ward committee to act in an advisory capacity to the ward councillor responsible to the well being of their particular ward. The ward committee would gather information from its community and pass this on to the ward councillor who would in turn inform the local government of the issues faced in the community.

At an imbizo held in November 2005 in Mpumalanga, the Deputy President Phumzile Mlambo-Ngcuka, heard from the local governments represented that a challenge existed to help the ward committees become more effective. The issues raised included a need for skills training, capacity and the allocation of resources. An example was given that ward committees often failed to communicate effectively because they did not have the resources (e.g. phones or transport) to communicate as regularly as they hoped. A concern raised by the ward committees was the overall poor relationships that existed between their local governments and their communities (Gadebe, cited in Horak, 2006).

These problems had also been raised a month earlier at an imbizo held in the Sedibeng District Municipality. President Mbeki, who had attended this imbizo, was told that the ward committees believed that the lack of resources and distances

between residents were debilitating. An additional problem mentioned was the unavailability of ward councillors to attend meetings and therefore convey messages to their local governments. President Mbeki confirmed that the ward committees formed an important link between the communities and their local governments but that the focus should turn to implementing solutions that could lead to more effective communication amongst all parties (Modisane, cited in Horak, 2006).

#### **(j) Imbizos**

Over the past few years, imbizo has become a popular and trusted platform for unmediated communication between government and the public to advance participatory implementation of government programmes to create a better life for all (GCIS, 2006-7). It is a form of public meeting where the president or ministers travel to local communities to communicate its programmes and progress being made. It allows for immediate feedback from the community which enhances participatory democracy. Communities can exercise their right to be heard and can assist the national effort to build more effective service delivery.

Imbizo therefore provides an opportunity for political leaders in all three spheres to intensify interactive communication around local programmes of action to promote effective and speedy implementation of the Accelerated Shared Growth Initiative for South Africa (ASGISA), as well as other government programmes (GCIS, 2006-7).

President Thabo Mbeki commended the Imbizo process during his State of the Nation address on 6 February 2004. He said that imbizos have afforded ordinary South Africans the opportunity to speak directly to the government. He said that citizens had been using the imbizos to speak frankly about the quality of service delivery in their areas, as well as reporting on the performance of their local governments. They had also not been hesitating to raise sensitive questions about crime, health, perceived or actual corruption and malpractice. But one of the main objectives of holding imbizos on a local government level is to improve communication between ward committees and their local governments (GCIS, 2004; Benton, 2005b; Mokale, 2004).

Local government entities can hold imbizos in their own geographical areas. This type of interaction is a particularly good method of communicating with illiterate residents. Interaction through imbizos can highlight particular problems needing attention, blockages in implementation of policy or policy areas that need reviewing. It gives political leaders access to what people say and feel about government, to listen to the concerns, grievances and advice of its people. This can provide clues as to what potential incidents or crises need to be prevented or planned for.

#### **(k) Bua News Online**

Bua News is a GCIS news service established to enable community radio stations, newspapers and other media to have fast and easy access to the latest national, provincial and local government news. It is an online database updated daily that can be accessed by anyone who has access to online facilities. Local government may submit newsworthy articles to the GCIS to be published in Bua News (GCIS, 2004)

Local government can use this source to provide media with news. If the media report these news, then it will help keep the public informed with the same information. Reporting on responsible efforts will help promote a positive reputation for the local government which will in turn help protect relationships.

### **2.16 CURRENT COMMUNICATION SCENARIO IN LOCAL GOVERNMENT (MUNICIPALITIES)**

Between 2003 and 2004, the South African Local Government Association (Salga), with the support of GCIS, concluded preliminary research on the status of communication in municipalities. In broad terms, the study revealed that communication at municipal level was not properly institutionalised or systematized (Horak, 2006).

These findings were elaborated on during 2005 by hosting workshops on the local-government communication system in all provinces. While significant detail was found, in general terms, no real system of communication existed across the three spheres of government and by and large, municipalities did not properly interface

with the communication processes of national and provincial government. Similarly, the flow of information, especially to municipalities, from other parts of the system of government communication is random or even by chance (GCIS: 2006-7).

The following are the identified areas to develop communication at local government.

The four broad areas of focus are:

- a) Governance and advocacy
- b) Communication
- c) Capacity-building
- d) Structures and systems.

#### **a) Governance and advocacy**

Municipalities' communication services need to operate within a policy framework which is developed in conformance with the prevailing local-government legislation but considering precedents set by prevailing norms and standards guiding the system of government communication generally (GCIS, 2006-7).

Institutional arrangements need to be in place to ensure co-ordination of an integrated and coherent system of government communication from the national to the provincial sphere. This cannot be random but must be intentionally planned and enabled to ensure that communication information reaches all government communicators. This suggests that certain institutional arrangements should be in place at municipal level as well as at intergovernmental system level to ensure effective interface of communicators from all spheres (GCIS 2006-7).

#### **Recommended interventions**

- The location of the communication function is in the highest office in the municipality – Politically accountable to the mayor but administratively located in the office of the municipal manager
- A generic municipal policy
- Detailed description of supporting legislation
- Clear statements/explanations of the following policy issues:

- plain language statement
- official languages
- Corporate identity
- diversity
- editorial policy
- environmental assessment
- consultation and citizen engagement (GCIS, 2006-7).

**(b) Communication programme**

Government communication is a not stand-alone or self-serving discipline. It is a strategic and planned process aimed at supporting the implementation of the policy and programmes designed by government to better the lives of the people. As such, a municipality must have a dedicated communication capacity which puts in place an intentional and planned communication programme (GCIS, 2006-7).

Strategising for communication needs to be a frequent and ongoing exercise in the life of the municipality.

On 31 May 2005, Lindiwe Msengana-Ndlela, director-general of the Department of Provincial and Local Government, announced that communication by local government employees with the people they served needed to improve. She said that communication to ward and even household level was especially important because of an increased expectation for service delivery. This statement was based on the growth in urbanisation and the consequent increase in the need for urban development (Benton, 2005a).

Local governments are responsible for the establishment of effective communication channels between themselves and their publics. Some communication channels used by national government with its own publics are good examples that can be adapted by local governments for their own purposes.

Local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication – media liaison, marketing, advertising and branding, direct and intensive unmediated communication, to name a

few. As such, municipalities' communication strategies need to address not only the varied functions of the municipality, but the widely distinct target groups resident in any municipality (GCIS, 2006-7).

### **(c) Capacity-building**

There is a need to create an enabling environment for structures and processes for coherent communication. The following were identified as key skills needed to build capacity and consolidate the local-government communication system:

- community liaison, networking, facilitation, negotiation, research, media liaison, communication planning and strategy, event management, understanding of government policy and linguistic or communication skills.

The GCIS, the Department of Provincial and Local Government (DPLG), SALGA and provincial Head of Communications should ensure that the government communication system and provincial communication strategies help shape the character and nature of the local-government communication system to ensure that government communicates with one voice.

This would be aided by the effective use of all forums/platforms where co-ordination and networking can take place, both in a formal and non-formal way.

Research and various provincial audits show that the communication function at municipal level is hardly resourced. The scenario has, however, shown significant improvement since the 2002 Conference on Local Government Communication (GCIS, 2006-7).

### **(d) Structures and systems**

Communication units and structures are arranged in a manner that enables them to serve a number of target audiences (internal and external) and meet the communication objectives of the local government. It is a trend that communication units are politically accountable to office of the mayor while administratively they report to the office of the municipal manager (GCIS: 2006-7).

As communication is a strategic function that should be consciously planned, dedicated institutions for this function are required at municipal level. Best-practice models on how to optimally structure a communication unit in government are available but there is lack of standardisation across municipalities. Guidelines in this respect as well as job descriptions, performance agreements and key performance areas (KPA's) for incumbents of such posts are not uniformly applied. Such arrangements need to be located within the prevailing institutional and employment arrangements applicable to the third sphere which are different from those of the national and provincial spheres (GCIS, 2006-7).

Guidelines to regulate the way national and provincial government collaborate around communication functions have been developed by GCIS:

- District communication forums should be established as communication co-ordination points in all district municipalities. This should also entail effective monitoring of such fora by the relevant political provincial intergovernmental relations forums.
- A communication structure at district municipal level is recommended.
- A communication structure at local municipality level is recommended.
- Each provincial local government core team should establish the necessary intergovernmental rapid response teams aimed at implementing crisis communication-support initiatives in municipalities encountering protest actions.
- Provincial core teams must assist in communication capacity development, communication strategising and strategic interventions in specific municipalities when problems arise.

The imbizo approach should be implemented on an ongoing basis annually in the municipal communication cycle through 'Mayor and Ward Councillors Meet the People' initiatives.

**The following were recommended at municipal level:**

- A communication unit located in the Office of the Mayor but with administrative accountability to the municipal manager of a municipality. This

unit should ideally comprise officials to handle the following functions: internal and external communication, including the imbizo programme; media and stakeholder liaison; media production; and marketing and branding.

- Municipal communicators should have access to the executive committees and other decision-making bodies of municipalities.
- Regular communication strategising meetings should be held in the municipality to provide communication guidance.
- Municipal communication officers should be represented on the provincial government communication forums (GCIS, 2006-7).

## **2.17 COMMUNICATIONS SERVICES AT MAFIKENG LOCAL MUNICIPALITY**

The communications service at Mafikeng Local Municipality is coordinated from the Communications Unit, situated in the Office of the Municipal Manager.

According to Matebesi (2005), the role of communication unit at the municipality is:

- To produce annual communication strategy for the municipality,
- To develop communication policies for the municipality,
- Speechwriting,
- Media relations management,
- Management of corporate image,
- Internal and external communications,
- Participation in policy formulation processes in directorates,
- Contributing to coordinated government communication by participating in the District Communication Forum,
- Provision of communication advice to the Executive Mayor and Management,
- Event management,
- Media monitoring, evaluation and analysis, and
- To coordinate communications programmes of all directorates.



The following constitutes the staff complement of the communications unit at Mafikeng Local Municipality:

- **Manager Communications:** Provides strategic management to the unit. He is also the official spokesperson of the municipality.
- **Administrative Officer: Communications:** responsible for general office administration.

In addition to the above, there is the Member of the Mayoral Committee (MMC) for Communications and Public Relations who provide political oversight and guidance.

## **2.18 SUMMARY**

Government communication is directed by prescribed principles and rules; communication at municipal government is also directed and drawn from the communication guidelines provided by the GCIS. Regulation provided in national legislation compels local government to ensure that they maintain continued dialogue with the citizenry. This means that communication must be a preplanned, systematic and continuous activity.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter discusses the research methodology of the study. It explains the rationale behind the methodology employed, how the research was conducted as well as the steps taken to ensure the validity and reliability of the study. A description of the organization under study, target population, sampling technique and the sample, are also outlined and explained herein.

#### **3.2 THE RESEARCH DESIGN**

##### **3.2.1 Explanatory introduction to Research Design**

A research design is a plan or blueprint of how one intends to conduct the research (Mouton, 2003). Trochim (2002) states that research design provides the glue that holds the research project together. This is used to structure the research, to show how all the major parts of the research project - the samples or groups, measures, treatments or programmes, and methods of assignment - all work together to try to address the central research questions.

According to the Institute of International Studies (2001), an effective research design links abstract and stylized concepts and questions with the empirical world's complexities and challenges. A research design must at once be specific and highly flexible. It must also be expansive enough to adopt these very complexities while still pointing you towards relevant data.

According to Gray (2004) "the choice of research methodology is determined by a combination of several factors. This might stem from the fact that the researcher believes that there is some sort of external 'truth' out there that needs discovering, or whether the task of research is to explore and unpick people's multiple perspectives in a natural, field setting" (p311).

However, before the commencement of any study, a researcher must investigate the methods most suitable and relevant for the study enquiry. Welman and Kruger (2001) assert that research involves the application of various methods and techniques in order to create scientifically obtained knowledge by using objective methods and procedures. It is however pertinent to state that the research paradigms that are described in 3.3.1 are critical in developing the methodology.

### **3.3 RESEARCH APPROACH**

This is a survey which is quantitative in nature, concentrating on various ways of developing, managing the dissemination and coordination of communication messages used by the municipality to communicate to their publics (both internal and external).

#### **3.3.1 Quantitative Research Paradigms**

Certain research aims lend themselves to a research philosophy that utilizes a quantitative approach. Creswell (2003) asserts that “a quantitative approach is one in which the investigator primarily uses post-positivist claims for developing knowledge (i.e. the cause and effect thinking, reduces to specific variables and hypothesis and questions, as well as the use of measurement and observations and tests of the theories), employs strategies of enquiries such as experiments and surveys, and collects data on predetermined instruments that yield statistical data” (p. 231).

The quantitative approach requires the researcher not to be involved and independent from that which is being researched, as any involvement of the researcher in what is being observed could render the results false. In this vein, the researcher has to be objective when selecting the data collection methods and when analyzing data during the entire research process. Crotty (cited by Gray, 2004) argues however that, “the results of the research will tend to be presented as objective facts and established truths”.

William (2006) contends further that we call data ‘quantitative’ if it is in the numerical form and ‘qualitative’ if it is not. Hammersley (2000) opines further that

quantitative design utilizes the hypothetic – deductive method, it has the power to generalize than the qualitative one. Quantitative research, as Hammersly (2000) elaborates, tends to be more descriptive or casual and its mode of analysis more statistical and summarative. Structured questions with predetermined response options are typically employed, with a large number of respondents involved.

In view of the nature and focus of this study, the researcher opted to apply the quantitative approach and intended to generalise findings to other institutions, places or in this case, local government (municipalities in particular).

### **3.4 THE ORGANIZATION, POPULATION AND SAMPLE**

#### **3.4.1 The Organization**

The organization under study is Mafikeng Local Municipality and its area of jurisdiction in the North West Province. It is the third sphere of government apart from National and Provincial governments, charged with the responsibility to provide government services (water, sanitation, housing, infrastructure development and improvement e.t.c.).

#### **3.4.2 Target Population**

The target population entails all employees of the municipality (including management staff, cleaning staff, general staff and security staff) and residents of the municipality, which consists of both females and males.

#### **3.4.3 Sampling Technique**

##### **3.4.3.1 Stratified Random Sampling**

Stratified Random Sampling method was used for the municipality employees. According to Maykut and Morehouse (1994), randomness means everyone in the population of interest has an equal chance of being selected for inclusion in the study. A randomly selected sample serves an important purpose; it increases the likelihood

that the sample accurately represents the population from which it was selected, allowing for results in the study to be generalized to the larger population.

The Mafikeng Local Municipality consists of Eight hundred and twenty-nine (829) employees and it is divided into six (6) Directorates, office of the Executive Mayor, Office of the Municipal Manager and Office of the Speaker. (Mafikeng Local Municipality Organogram: 2000).

Simple random sampling will be applied within each stratum. Different proportions within each stratum will be selected depending on their size per strata (the higher the number per strata, the lower the percentage). The primary benefit of this method is to ensure that cases from smaller strata of the population are included in sufficient numbers to allow comparison; this will also yield a sample that is proportionately representative of the municipality as a whole. A computer programme (EXCEL spreadsheet) will be applied to generate random numbers.

Mafikeng Local Municipality is one of the municipalities that have opted for ward-based participatory system; it is divided into 28 wards. Each ward has ten (10) ward committee members, which serves apart from the ward Councillor, as a link between the municipality and the community at various wards; therefore, one (1) member of the committee responsible for communications portfolio, will be selected to represent his/her ward. 2 managers responsible for communication within the municipality will also be selected.

#### **3.4.4. The Sample**

The sample includes 268 persons, comprising of 240 respondents from municipal officials and 28 respondents from ward committee members of all the 28 wards of the municipality.

## 3.5 DATA GATHERING INSTRUMENTS

### 3.5.1 Empirical Investigation

Self-administered survey questionnaires were employed in the gathering of data in this study. Cooper and Schindler (1998) maintain that self-administered survey questionnaire is one of the usual instruments employed in the gathering of data in surveys. To ensure good responses with valid and reliable results questionnaires were developed and a covering letter explaining the purpose of the survey and assuring confidentiality and anonymity, was attached. The questionnaires were piloted to the selected sample and follow-ups were also made.



### 3.5.2 Questionnaire

In the investigation of this study, a questionnaire with closed-ended and open-ended questions (attached as Annexure A and B) was designed and employed for data collection from both municipal officials and beneficiaries (local people) to complete at their convenient locations and time. According to de Vos, Strydom, Fouche and Delpont (2002), a questionnaire is an instrument with open or closed questions or statements to which a respondent must react. Self-administered questionnaires have become ubiquitous in modern living.

Thijs and Bosch (1993) concur with the above assertion by contending that a survey questionnaire is the most common instrument used for data collection in a survey research. A questionnaire may be administered in a face-to-face situation, or may be sent by post, concludes McNeill (1990).

However, Cooper and Schindler (1998) maintain that questionnaires have advantages and disadvantages:

### **3.5.2.1 Advantages of a questionnaire**

- i). Mail surveys typically cost less than personal interviews; the costs are generally in the same range as telephone, although in specific cases either may be lower.
- ii). The more geographically dispersed the sample, the more likely that mail will be the low-cost method because it is often a one-person job.
- iii). Respondents who might otherwise be inaccessible can be contacted when the researcher has no specific person to contact – say in the study corporations – the mail survey often will be routed to the appropriate respondent.
- iv). Respondents can take more time to collect facts; talk with others or consider replies at length than is possible with the telephone, personal interviewing or intercept studies. These are typically perceived as more impersonal, providing more anonymity than the other communication modes, including other methods for distribution self-administered questionnaires.

### **3.5.2.2 Disadvantages of a questionnaire**

- i). There is a non-response error.
- ii). Major limitations concern the type and amount of information that can be secured.

### **3.5.3 Pilot Study**

A group of ten municipal officials and five community members participated in the pilot study. That was to give the researcher an opportunity to evaluate the effectiveness of the instrument before general distribution. The purpose of the questionnaire was clearly stipulated. Some adjustments were made to the questionnaire after a pilot study was conducted and questions that had double meaning were restructured. Duma (1995) argues in support of the above that questionnaires should be pre-tested on a small population and if the feedback shows that the draft questionnaire needs some adjustments, they should be implemented.

### **3.5.4 Follow-ups**

Participants were followed up both telephonically and personally reminding respondents to complete and return questionnaires distributed to them. Follow-ups served as a reminder and are very successful in increasing response rates. Cooper and Schindler (1998) opine that since each successive follow-up produces more returns the very persistent researcher can potentially achieve an extremely high response rate. Should the respondents not return their questionnaires, receiving a follow-up letter might encourage them to do so.

### **3.5.5 Covering Letter**

A covering letter was attached to all questionnaires. The reason being to identify the person conducting the research, explain the purpose of the study and assure respondents of the anonymous status awarded. Cooper and Schindler (1998) argue that the influence of a covering letter on response rates has received almost no experimental attention, although it is considered an integral part of the mail survey package. It is therefore the most logical vehicle for persuading individuals to respond.

## **3.6. DATA ANALYSIS TECHNIQUES**

### **3.6.1 Descriptive Data Analysis**

Descriptive statistics provide simple summaries about the sample and the measures, and together with simple graphics analyses, they form the basis of virtually every quantitative analysis of data. Descriptive statistics are used to present quantitative descriptions in a manageable form and each reduces masses of data into a simpler summary (Trochim, 2002). A computer-aided statistical analysis was employed. The Statistical Package for the Social Sciences (SPSS) programme was used to compute the results of the study.

To execute this study, descriptive data analysis was done. This involved a demographic analysis. SPSS was used to analyze the data. This is one of the most useful, popular and easy – to use software packages for performing statistical analyses



(Wielkiewicz, 2000). The data entails statistics like frequency distribution. The details of these statistical techniques are given below:

### **3.6.2 Frequency Distribution**

Frequency analysis consists of a summary table in which the data are arranged into conveniently established numerically ordered class groupings or categories. These are generally obtained for nominal and ordinal variables such as age group, gender, years of service, education levels and others. In this study, the frequencies of the respondents' biographical data will be presented in summary tables and bar charts. Tables would stress the statistical part of data while bar charts put emphasis on the visual aspect of the data (Berenson & Levine, 1996). Saunders (2003) noted that data analysis involve summarizing and simplifying data collected, condensing it and displaying it into different categories. Zickmund (1997) shares similar views that data analysis is the application of logic to understand and interpret the data that has been collected about a subject.

## **3.7 VALIDITY AND RELIABILITY**

### **3.7.1 Reliability**

Reliability is very important to any investigation. Reliability refers to the consistency of measurement, the extent to which the results are similar over different forms of the same instrument of data collecting (Macmillan and Schumacher, 1993). The questionnaire should be reliable in order to produce good results. The individuals are ranked in the same order. The second time the higher the correlation, the more reliable the test. A measure is reliable to the extent that an individual score remains nearly the same in the repeated measurement.

In ensuring reliability, the researcher designed questionnaires in a manner that the results are consistent even if measurements are taken at a different time other than this one. Furthermore, a pilot study was conducted to test and ensure reliability of questionnaires designed for this study. This was achieved by distributing/piloting a draft questionnaire to fifteen people drawn from the organization under investigation, who gave feedback which indicated that there was a need to make some adjustments

on it. These were carried out to ensure the consistency of the results even when taken at different time than the current one.

### **3.7.2 Validity**

Validity is an important aspect of this research. Validity in research is concerned for example with the soundness and effectiveness of measuring instrument. It is the extent to which the questionnaire assesses what is set out to assess. It is specific to the particular aspect that one wishes to assess. The questionnaire should be constructed in a required manner, it should also be judged for adequacy (Legotlo, 1996).

Validity is more likely to be achieved if the answers obtained from the respondents are honest and reliable (Labuschagne, 1994). In ensuring validity in this study, consideration was given to the reliability of measurement so that the validity of the research would be achieved and that the work would be of high quality. Furthermore, the purpose of this study was clearly outlined in order to measure exactly what is needed so that there should be correlation.

### **3.8 LIMITATIONS OF THE STUDY**

All research survey methods have some disadvantages and limitations. The study is limited to Mafikeng Local Municipality within the Central District Municipality in the North West Province. Because of its size, the researcher's ability to apply the findings in generalizing to other municipalities in the district, the entire North West province and South Africa as a whole, may be limited.

### **3.9 ETHICAL CONSIDERATION**

According to Brewerton and Millward (2002) it is of paramount importance to consider potential ethical implications of the research process. It is possible that although a research study is feasible on practical grounds it remains unacceptable due to its ethical implications. It is key that the researcher should investigate these implications prior to embarking on a research project.

Brewerton and Millward (2002) further outline a number of these unethical practices and some of these are discussed as follows:

**i). Involving people in research without their knowledge or consent.**

The researcher may believe that by informing participants of the research the behaviour under investigation would be distorted. For whatever reasons, if this does occur, the researcher has infringed the participants' right to make decisions about whether to participate or not.

**ii). Coercing people to participate**

In certain circumstances, a researcher may be in a position to compel or coerce individuals to participate in a project, perhaps due to authority of an employing organisation overseeing the project or due to strong incentives being offered to employees. In such cases the ideal of total freedom of choice is infringed.

**iii). Withholding from the participant the true nature of the research.**

The principle of informed consent is crucial to much applied research. When an individual agrees to participate in a study, that individual's consent should normally be informed by knowledge about the research.

**iv). Deceiving the participant**

This may occur in order to: mask the true nature of the research programme; conceal the true function of the research participants' actions; or conceal the experiences that participants will have. This is ethically unacceptable in almost all cases due to violation of mutual expectations of trust and potential disrespect shown to research participants.

**v). Invading the privacy of the participants**

Some research designs and methods contain an implicit assumption that the privacy of participants is likely to be violated. This privacy may be invaded by observation of acts, which an individual may prefer to keep private, and by

the participant being observed systematically in the absence of knowledge that this is happening.

### **3.10 SUMMARY**

A framework for gathering, processing and analyzing data was presented in this chapter. This study is a survey which is quantitative in nature. A questionnaire was used as a means of gathering data. To analyze data the researcher employed a computer aided statistical analysis, known as Statistical Package for the Social Sciences (SPSS). The reason for using it is because it can be used to carry out a wide range of statistical analysis.

The following chapter (chapter 5) will discuss presentation and analysis of the data. The data will be presented in table form for ease of clarification. Each research question and objectives will be revisited and findings explained.

**CHAPTER 4**  
**DATA ANALYSIS**

**4.1 INTRODUCTION**

This chapter presents the analyses data. Frequencies of respondents are presented in summary tables and bar charts. Tables stress the statistical part of data while charts put emphasis on the visual aspect of the data. The frequency tables are to be read in conjunction with full list of tables and Bar charts attached as Annexure C.

**(a) Responses from municipal officials**

**Please indicate your Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	124	51.7	51.7	51.7
	Female	116	48.3	48.3	100.0
Total		240	100.0	100.0	

The above table indicates gender of respondents from municipal employees. Of the 240 completed questionnaires, 51.7% of the respondents are males while 48.3% are females. This might be an indication that more men were available during the administering of the questionnaires.

**Please indicate your occupational level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Staff	152	63.3	63.3	63.3
	Manager	32	13.3	13.3	76.7
	Other	56	23.3	23.3	100.0
Total		240	100.0	100.0	

The large proportion (63.3%) of respondents were junior staff members, 13.3% were managers. 23.3% of respondents indicated that they fall under other occupational levels that include senior managers and to large extent are contract workers.

**Directorate at which you are employed**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Finance	15	6.3	6.3	6.3
Office of the Mayor	5	2.1	2.1	8.3
Office of the Speaker	7	2.9	2.9	11.3
Office of the Municipal Manager	3	1.3	1.3	12.5
Directorate Public Safety	28	11.7	11.7	24.2
Directorate Corporate Support Services	43	17.9	17.9	42.1
Other	139	57.9	57.9	100.0
Total	240	100.0	100.0	

6.3% of respondents indicated being employed by the finance directorate, 2.1% are serving in the Office of the executive mayor, 2.9% are in office of the speaker, 1.3% are from the office of the municipal manager, 11.7% and 17.9% are from the directorate of public safety and Corporate support services respectively. The highest percentage number of respondents at 57.9% indicated being attached to other directorates of the municipality, which includes the directorate of infrastructure, planning and development as well as community services.

**In your view is the municipal communication system integrated for effective and efficient information management and dissemination?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	82	34.2	34.2	34.2
No	138	57.5	57.5	91.7
Not sure	20	8.3	8.3	100.0
Total	240	100.0	100.0	

The above table shows the respondents' views on the municipality's communication system. The significant percentage of respondents at 57.5% indicated that the communication at the municipality is not comprehensive and integrated for effective and efficient information management and dissemination. Whilst 34.2% of respondents indicated that it is.

**Is the communication unit effective in the coordination of the overall municipal communication?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	97	40.4	40.4	40.4
	No	143	59.6	59.6	100.0
Total		240	100.0	100.0	

The above table shows respondents' responses on the effectiveness of the communication unit of the municipality. 59.6% of respondents said the responsible unit is ineffective in the overall coordination of the municipal communication. 40.4% responded contrary to other participants and maintained that communication at the municipality is coordinated in an effective manner.

**Is the Unit capacitated in terms of human resources and other communications resources?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	39.6	39.6	39.6
	No	145	60.4	60.4	100.0
Total		240	100.0	100.0	

Only 39.6% of the respondents indicated that the unit responsibility to manage and coordinate the overall municipal communication is well capacitated. Whilst 60.4% indicated that the unit is not capacitated in terms of human resources and other communications resources such.

**Do you have any knowledge of the availability of the municipal communication strategy?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	18.3	18.3	18.3
	No	196	81.7	81.7	100.0
	Total	240	100.0	100.0	

Only 18.3% of the respondents knew about the availability of the municipal communication strategy and 81.7% of the respondents did not know.

**Which communication tools are used to communicate internally?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Memos	118	49.2	49.2	49.2
	E-mails	41	17.1	17.1	66.3
	Departmental meetings	56	23.3	23.3	89.6
	Internal newsletter	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

The above table responses indicate tools that are used by the municipality to communicate with internal stakeholders. Memos are the most frequently used tools in disseminating internal messages. This is according to 49.2% of respondents. Departmental meetings, as indicated by 23.3% of respondents, are the other mechanisms highly utilized for internal communication. The lowest response rate is at 17.1% and 10.4% indicating that e-mails and internal newsletters respectively, are used to communicate internally.



**Which communication tools are used to communicate with external clients?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Newspaper	141	58.8	58.8	58.8
Radio	78	32.5	32.5	91.3
Ward Councillors	21	8.8	8.8	100.0
Total	240	100.0	100.0	

The above table shows respondents' responses at 58.8% who indicated that newspapers used to communicate with external clients. 32.5% of respondents indicated radio as the other tool whilst 8.8% of respondents indicated that ward councillors are used for external communication.

**How can you rate the involvement of the Ward Committees in the overall municipal communication planning and implementation?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Effective	45	18.8	18.8	18.8
Average	52	21.7	21.7	40.4
Poor	143	59.6	59.6	100.0
Total	240	100.0	100.0	

The above table shows respondents' responses with the significant percentage at 59.6% indicating that the involvement of ward committee members in the overall municipal communication planning and implementation is poor. 18.8% of respondents strongly maintained that ward committees are effectively and actively involved in the overall communications.

**Do you agree or disagree that communication with both the internal and external audience is coordinated on an ad-hoc basis?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	174	72.5	72.5	72.5
	Disagree	66	27.5	27.5	100.0
	Total	240	100.0	100.0	

72.5% of respondents agree that communication with both internal and external stakeholders is coordinated on an ad-hoc basis. 27.5% disagree.

**(b) Responses from ward committee members**

**Please indicate your Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	13	46.4	46.4	46.4
	Female	15	53.6	53.6	100.0
	Total	28	100.0	100.0	

The above table indicate gender representativity of ward committee members, 46.4% indicated to be males and the largest proportion at 53.6% is female. This indicates that more female ward committee members participated in this study.

**In which area is your ward situated?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rural area	22	78.6	78.6	78.6
	Urban area	6	21.4	21.4	100.0
	Total	28	100.0	100.0	

Mafikeng Local Municipality is predominantly rural. This is more evident in the above table that 78.6% of respondents' wards are situated in rural areas; while only 21.4% are situated in urban areas.

**How long have you been a Ward Committee Member?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 year	9	32.1	32.1	32.1
	1-2 years	19	67.9	67.9	100.0
	Total	28	100.0	100.0	

The majority of respondents (67.9%) have been ward committee members for more than one year, thus implying that they are familiar with ward committee work. Than those who have less than a year (32.1%).

**In your view, is the municipality communicating effectively with communities?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	21.4	21.4	21.4
	No	22	78.6	78.6	100.0
	Total	28	100.0	100.0	

This table indicates respondents' responses on their view on the effectiveness of the municipal communication with the community. A significant percentage at 78.6% indicated that municipal communications with communities is not effective. 21.4% of respondents indicated on the hand that, the municipality is communicating effectively with communities.

**Justify/elaborate your answer above**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	People not well informed	10	35.7	35.7	35.7
	Information does not reach all	14	50.0	50.0	85.7
	Community is well informed about municipal activities	4	14.3	14.3	100.0
	Total	28	100.0	100.0	

The table above solicited justifications of both those respondents who indicated in the table from the previous page that the municipal communications with communities is not effective or is effective. The highest response rate at 50% indicated that information from the municipality does not reach all the intended recipients. 35.7% indicated that people are not well informed and the remaining 14.3% indicated that the community is well informed about municipal activities.

**Is the unit well capacitated in terms of human resources and other communication resources?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	28.6	28.6	28.6
	No	20	71.4	71.4	100.0
	Total	28	100.0	100.0	

The highest proportion of respondents at 71.4% indicated that in the above table that the communication unit of the municipality is not well capacitated in terms of staff and communication facilities, while 28.6% of respondents mentioned that the unit is well capacitated.

**Elaborate on your answer given above**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficient staff	17	60.7	60.7	60.7
	Limited financial resources	7	25.0	25.0	85.7
	The unit is well capacitated	4	14.3	14.3	100.0
	Total	28	100.0	100.0	

60.7% of some of the respondents who indicated in the previous table that the unit is not well capacitated, elaborated on the above table that the unit is insufficiently staffed; the other 25% elaborated further that the unit is operating with limited financial resources thus disabling them to fully carry out their mandate. The lowest proportion of respondents at 14.3% felt that the unit is well capacitated.



**COMTASK report indicate that communication should be placed under the Executive Authority to ensure political management, under which section is the municipal communication services placed?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Office of the Municipal Manager	18	64.3	64.3	64.3
	Office of the Executive Mayor	4	14.3	14.3	78.6
	Not sure	6	21.4	21.4	100.0
	Total	28	100.0	100.0	

This table shows respondents' responses on where the municipal communication service is placed. 64.3% percent indicated that it is placed in the office of the Municipal manager, while 21.4% of respondents indicated being not sure where the communication services of the municipality is placed. While the remaining 14.3% indicated that the municipal communication services is placed in the office of the Executive Mayor.

**Do you have any knowledge of the availability of the institutional communication strategy?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	28	100.0	100.0	100.0

All respondents indicated that they do not have knowledge of the availability of the communication policy of the municipality. This is evidenced by the 100% no response in the above table.

**Which communication tools are used for communicating with the external clients?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Newspapers	11	39.3	39.3	39.3
Radio	7	25.0	25.0	64.3
Ward Councillor	10	35.7	35.7	100.0
Total	28	100.0	100.0	

39.3% of respondents reported that newspapers are mainly used to communicate with external clients. 25.% indicated that the radio is used, while 35.7% indicated that ward councillors are the main source of communication with the external clients.

**How can you rate the involvement of Ward Committees in the overall municipal communication?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Effective	4	20.0	20.0	20.0
Average	5	25.0	25.0	45.0
Poor	11	55.0	55.0	100.0
Total	20	100.0	100.0	

More than half of respondents at 55% indicated in the above table that the involvement of ward committees in the overall municipal communication is poor.

20% indicated that ward committees are effectively utilized and the remaining 25% indicated that their involvement is average.

**Do you agree or disagree that communication with both the internal and external audience coordinated on an ad-hoc basis?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	25	89.3	89.3	89.3
Disagree	3	10.7	10.7	100.0
Total	28	100.0	100.0	

The significant percentage at 89.3% agree that communication with both the internal and external audience is coordinated at an ad-hoc basis. The lowest percentage at 10.7% disagree with the above.

**According to you, what should be done to improve municipal communication?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Capacitate all stakeholders on communication	9	32.1	32.1	32.1
Involve Ward Committees in communication	12	42.9	42.9	75.0
Employment of qualified and experienced personnel	5	17.9	17.9	92.9
Use local language	2	7.1	7.1	100.0
Total	28	100.0	100.0	

42.9% of respondents indicated that in order to improve municipal communication, ward committees should be involved in the overall planning and implementation of all communications efforts. 32.1% indicated that all stakeholders should be capacitated on communications. 17.9% and 7.1% respectively, indicated that qualified and experienced personnel on communications should be employed and usage of local languages in all communications should be prioritized.

### What is your overall impression of communication in the municipality?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not effectively coordinated	17	60.7	60.7	60.7
Not systematic	11	39.3	39.3	100.0
Total	28	100.0	100.0	

Ward committee members feel that municipal communication with both internal and external stakeholders is not effectively coordinated and is not systematic. This is according to 60.7% of respondents who indicated that the municipal communication is not effectively coordinated while 39.3% indicated that it is not systematic.

### FINDINGS

In this chapter, the key findings from the perspectives of the questionnaire respondents from both municipal officials and ward committee members have been presented.

The combined findings of the above respondents' responses revealed the following:

The combined results of the various questionnaires revealed the following:

- There is no integrated communication policy framework for the municipality;
- There is no standard communication strategy for the municipality;
- Communication is not treated as an integral part of council's strategic management. Officials and senior managers seemed to need a clearer understanding of what government communication is all about so that they could fully understand the consequences of their decisions and actions in terms of the reputation and relationships of council;
- Not all council officials have access to the internal e-mail system;



- A large percentage of the community could not be reached through mechanisms developed and employed by the municipality, the community is only communicated with through local newspapers and during the IDP/Budget review process (as indicated by 39.3% of respondents from ward committee members, and 58.8% responses from municipal officials respectively );
- The communications unit of the municipality is not well capacitated. The largest proportion (42.7% and 29.0%) of respondents from officials indicated respectively that the unit has insufficient staff complement as well as limited financial resources;
- Communications at the municipality is coordinated on an ad-hoc basis;
- Ward Committee Members are not integrated into the municipal communication planning and implementation.

The following chapter, chapter 5, will present the discussions of results responding to the research questions of this study, the recommendations and conclusion.

## CHAPTER 5

### RECOMMENDATIONS AND CONCLUSION

#### 5.1 INTRODUCTION

Mafikeng Local Municipality has been used as a subject in this study in order to obtain information about how integrated communication can be used by the South African local government as a strategy to accelerate service delivery.

To conclude this study, the research questions posed in section 1.3 are answered in detail.

#### 5.2 DISCUSSIONS

##### Research question 1

- **To what extent does the communication plan at disposal of the municipality change behaviour?**

Literature reviewed in this study shows that the system should take a number of principles into account in order to apply communication effectively. Following from chapter 2, the following can be highlighted:

A local government's actions (usually because of management decisions) have consequences on their publics (refer to section 2.12.2 from chapter 2). Positive consequences promote positive responses but negative consequences promote negative responses (Grunig & Hunt, 1994). The local government must therefore consider the consequences of its actions on its publics when making decisions. If actions with negative consequences cannot be avoided then communication must be strategically planned in anticipation of negative responses in such a way that damage to reputation and relationships is minimized.

## Research question 2

- **How often and how adequately is development information disseminated to communities?**

Based on the reviewed literature in chapter 2 as well as the findings in chapter 4 of this study, the Mafikeng Local Municipality must consider its environment when communicating with its publics (both internal and external). These environmental considerations include professional and legislative prescriptions to government communication. The following can be noted:

- The communication actions of the Mafikeng Local Municipality must align with the guidelines of the Government Communication and Information Services (GCIS) which prescribes certain conditions for government communications in all levels of government (refer to section 2.15.1 from chapter 2);
- The Mafikeng Local Municipality must consider the Constitution of the Republic of South Africa (1996) when conducting any communication with its residents, and consequently when conducting development communication. The Constitution speaks of the rights of citizens when it comes to communicating with and receiving communication from government;
- The Local Government Municipal Systems Act 32 of 2000 (chapter 4) provides all spheres of government with rules to communicating with their publics. It is this act that provides more practical prescriptions for local government communications. Local governments, such as the Mafikeng Local Municipality, are legally required to comply with this Act.

The Directorate of Provincial Liaison (PLL) is responsible for the coordination and facilitation of all development communication work aimed at providing government information and services to citizens of South Africa to better their lives and promote

development. One of the leading approaches in providing such useful information and services is through the establishment of Multipurpose Community Centers (MPCC's) currently known as Thusong Service Centers: vehicles for integrated service delivery (refer to chapter 2) that are being rolled-out in especially rural areas and under-serviced areas.

The problem is that there is no access to these MPCC's or access to information about them, this is evident from the fact that from the respondents' responses, none of them indicated receiving developmental information through MPCC's. This illustrates the fact that not all appropriate mechanisms are utilized to relay relevant messages to the public, hence the establishment of GCIS to facilitate the dissemination of government information or information held by the state personnel.

The results of the present study herein indicated that there are no/lack of channels at the disposal of the municipality to communicate with its publics (both internal and external). This disadvantages communities by not providing them with relevant information to make decisive decisions.

### **Research question 3**

- **Is the medium used by the municipality to disseminate information appropriate to all stakeholders?**

Literature reviewed in chapter 2 (refer to 2.15.2 [A – J]) indicated appropriate mediums to be applied by government communicators to disseminate information to all intended recipients. It is evident from the findings in chapter 4 herein that, the medium commonly used (Local weekly tabloid – *The Mail newspaper*) is not accessible to all, most particularly those at rural areas, those declared to be under-serviced.

Media Development and Diversity Agency Act was set up by an Act of Parliament (Act 14 of 2002) to enable "historically disadvantaged communities and persons not adequately served by the media" to gain access to the media. Its beneficiaries will be community media and small commercial media. The objective of the Agency is to promote development and diversity in the South African media throughout the

country, consistent with the right to freedom of expression as entrenched in section 16 (1) of the Constitution in particular-

- (1) Freedom of the press and other media; and
- (b) Freedom to receive and impart information or ideas

The MDDA, amongst others:

- Encourage ownership and control of, and access to, media by historically disadvantaged communities, historically diminished indigenous language and cultural groups;
- Encourage the channelling of resources to community and small commercial media;
- Encourage human resource development and capacity building in the media industry, especially amongst historically disadvantaged groups;
- Encourage research regarding media development and diversity

#### **Research question 4**

- **Is the strategy at disposal a success or failure?**

The internal and external publics that the municipality serves are not satisfied about the holistic coordination of the municipal communications. This is evident from the findings in chapter 4 where respondents indicated that the municipal communication is unsystematic and coordinated at an ad-hoc basis. The system is failing to enable the municipality to answer the calls from relevant local government legislations which provides more practical prescriptions for local government communication and dictates rules to communicating with publics.

### **5.3 RECOMMENDATIONS**

Taking the findings of this study into account, following recommendations are made to Mafikeng Local Municipality to assist with the establishment of an integrated communication system.

It is recommended:

- **That the municipality compiles and approves a comprehensive integrated communication policy framework.** The policy must be aligned to the Provincial communication policy. That policy must be detailed and clear on issues such as internal and external communications, media liaison, roles and responsibilities, image and brand management. It is also recommended that a separate corporate identity guidelines be developed and form part of the policy.
  
- **That the municipality compiles and adopts an annual communication strategy.** The strategy must be aligned to the national and provincial communication strategy. GCIS is tasked to provide guidelines for the development of a standard communication strategy for local government; there is also the Government Communicator's Handbook issued by GCIS in 2007 containing guidelines on the communication strategy. As part of the development of the communication strategy, **research** to analyse the communication environment (media agenda, public mood and political situation) should be undertaken. This can include:
  - mini surveys
  - a questionnaire sent out with water and lights accounts
  - Questionnaires distributed through ward committees.
  
- **Capacity building.** The communication unit of the municipality should be staffed with skilled, qualified, competent and professional people. The communication unit and other appointed key role players must be trusted by the community and peers in order for the implementation of the communication to be trusted. This educational experience could take the form of a one or two day workshop presented by an objective expert in the field (from GCIS). It is the author's recommendation that the following initial group receive proper training on the basics of communication and how it should be applied as a strategic element of service delivery :

- The executive mayor on communication at local government level, handling the media and communication policy;
- The municipal manager;
- All members of the mayoral committee (MMC). These are the full time councillors who form the political bridge between the directorates and the community;
- All ward councillors on communication and media policy due to their close relationships with each ward;
- All directors and other senior officials;
- The municipality's communication unit;
- Community Development Workers and Ward Committee Members

Refresher courses and workshops should be arranged more often to keep up with the complex changing world of information society.

- **Strengthening communication infrastructure and support to ward committees.** The communication infrastructure must be strengthened to successfully give support to and integrate ward committees into the communication strategy and implementation. Ward committees must be represented in the structures of the municipal communication. They must also be integrated into the communication strategizing efforts of the municipality. Direct communication support must be lent to work of committee including the implementation of joint campaigns.
- **That internal communication be strengthened.** The point of departure here would be the development of the internal communication plan, which is given guidance by the communication policy (as its development is recommended above). All employees must have access to and be connected to the internal mailing system (e.g. e-mails, fully operational municipal web-page, updated internal calendar of events e.t.c.). The communication unit must also evaluate these existing communication

tools and channels and if they are found to be ineffective, more effective channels must be developed and put in place immediately.

- **That external communication be strengthened.** The discussion in chapter 2 (section 2.15.2. J) showed that national government places a great amount of trust in the imbizo system to allow communities to raise their issues directly with government. The municipality should follow this example and hold annual imbizos where the community is allowed to directly address the executive mayor and councillors. This interactive medium allows councillors to answer questions immediately as well as to note the issues and concerns of the community. Councillors should refer to issues raised by ward committees prior to each imbizo so as to anticipate the type of issues that will be raised. This will provide an opportunity to prepare answers as far as possible and provide the community with these answers immediately.
- **That the communications unit of the municipality takes advantage of the Bua News Online service.** (see chapter 2 section 2.15.2 (k)). Since Bua News Online is a timely newsworthy source of information for the media, the communication unit should submit positive articles of interest to the publication team to help build its reputation amongst other government entities and the media. This will be valuable in keeping the trust of the media who have already been exposed to the positive news.

The municipality must also use all other community media available for information dissemination. It should not only rely on the weekly tabloid as indicated in the research question 3 above.

#### 5.4 CONCLUSION

In conclusion, communication for any government entity needs to draw from the communication guidelines provided by national government (GCIS in particular) so that it complies with the prescribed principles and rules, while at the same time drawing from general communication principles as described in this document. Not



only will government's reputations be exposed to less scrutiny, but relationships will also be formed to withstand public scrutiny.

The publics will see that government is looking after their (the publics') best interests by maintaining a constant consultation and involvement in their development. Two-way communications between government and the people they serve will build, maintain and even strengthen relationships. These are results of any communication campaign applied using excellent public relations principles.

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## *ANNEXURE A*

### *(Questionnaire for Municipal Officials)*

#### **DEAR RESPONDENT**

I thank you for the following ten minutes of your time.

Please find the attached questionnaire for you to complete. The purpose of this study is to examine how integrated communication as a strategy can effectively and efficient be utilized to accelerate service delivery towards the 'Age of Hope' by municipality in South Africa, with particular reference to the Communications Services at Mafikeng Local Municipality.

**This questionnaire is intended to contribute towards the researcher's ability to complete his 2006/7 Masters Degree in Communications at the North West University (Mafikeng Campus).**

How the researcher would like you to complete the questionnaire:

- Please read through all questions or statements before any attempt,
- In case where you need to print the information, please print clearly,
- Please try not dwell too long on each question,
- Please be honest as the findings and recommendations thereof, are likely to assist the Municipality in future.

Furthermore, all information will be treated with strict confidentiality and will for no reason other than for the purpose of this study (as underlined above) distributed and used. The researcher functions under the **STRICT CODE OF ETHICS AND CONDUCT** that forbids him to distribute or use your information otherwise. It is therefore critical that the attached survey is completed in full and with honesty since that will ensure the success of this project.

***THANK YOU IN ADVANCE***

**INTEGRATED COMMUNICATION AS A STRATEGY  
TO ACCELERATE SERVICE DELIVERY IN  
MAFIKENG LOCAL MUNICIPALITY, SOUTH AFRICA  
QUESTIONNAIRE**

---

Please insert an alphabet in the box to indicate your choice, where you need to print, please print clearly.

1. Please indicate your Gender

- a) Male
- b) Female

2. Please indicate your Occupation level

- a) Junior staff
- b) Manager
- c) Other.....

3. Directorate/ section at which you are situated

- a) Finance Directorate
- b) Office of the Mayor
- c) Office of the Speaker
- d) Office of Municipal Manager
- e) Directorate Public Safety
- f) Directorate Corporate Support
- h) Other.....

4. Duration of your stay at the Municipality as above

- a) 0 – 1 yr
- b) 1 – 3 yrs
- c) 3 – 5 yrs
- d) 5 – above
- e) Other .....

5. In your view, is the municipality's' communication system integrated for effective and efficient information management and dissemination?

- a) Yes
- b) No
- c) Not sure

6. Is the unit effective in the coordination of the overall municipal communication?

- a) Yes
- b) No

7. Justify your choice above.

.....  
.....  
.....

8. Is the unit well capacitated in terms of human resource and other communication resources?

- a) Yes
- b) No

9. Elaborate your answer given above.

.....  
.....  
.....

10. In terms of the recommendations of the COMTASK Report 1996, communication services should be placed under the Executive Authority to ensure its political management; under which section is the municipal communication services placed?

- a) Office of the Municipal Manager
- b) Office of the Executive Mayor
- c) Not sure

11. Do you have any knowledge of the availability of the institutional communication strategy (MLM)?

- a) Yes
- b) No

12. Which communication tools are commonly used for communicating with internal clients?

- a) Memos on notice boards
- b) E-mails
- c) Departmental meetings
- d) Internal newsletter

13. Which communication tools are commonly used for information dissemination to external audience?

- a) Newspapers
- b) Radio
- c) Ward Cllr

14 According to you, who should contribute towards the development and implementation of the organizational communication strategy?

- a) Responsible unit
- b) Staff at all levels
- c) Politicians
- d) All stakeholders

15 How is the overall flow of communication messages from Council and Management down to all municipal employees and the outside audience?

- a) Effective
- b) Average
- c) Poor

16. How can you rate the involvement of the Ward Committees in the overall municipal communication planning and implementation?

- a) Effective
- b) Average
- c) Poor

17. Do you agree or disagree that communication for both internal and external audience is coordinated on an ad-hoc basis.

- a) Agree
- b) Disagree

18. According you what should be done to improve Municipal communication?

.....  
.....  
.....

19. What is your overall impression of Communication in the Municipality?

.....  
.....  
.....

**THANK YOU**

## *ANNEXURE B*

*(BENEFICIARIES QUESTIONNAIRE [Local people])*

### **DEAR RESPONDENT**

I thank you for the following ten minutes of your time.

Please find the attached questionnaire for you to complete. The purpose of this study is to examine how integrated communication as a strategy can effectively and efficient be utilized to accelerate service delivery towards the 'Age of Hope' by municipality in South Africa, with particular reference to the Communications Services at Mafikeng Local Municipality.

**This questionnaire is intended to contribute towards the researcher's ability to complete his 2006/7 Masters Degree in Communications at the North West University (Mafikeng Campus).**

How the researcher would like you to complete the questionnaire:

- Please read through all questions or statements before any attempt,
- In case where you need to print the information, please print clearly,
- Please try not dwell too long on each question,
- Please be honest as the findings and recommendations thereof, are likely to assist the Municipality in future.

Furthermore, all information will be treated with strict confidentiality and will for no reason other than for the purpose of this study (as underlined above) distributed and used. The researcher functions under the **STRICT CODE OF ETHICS AND CONDUCT** that forbids him to distribute or use your information otherwise. It is therefore critical that the attached survey is completed in full and with honesty since that will ensure the success of this project.

**THANK YOU IN ADVANCE**

**INTEGRATED COMMUNICATION AS A STRATEGY  
TO ACCELERATE SERVICE DELIVERY IN  
MAFIKENG LOCAL MUNICIPALITY, SOUTH AFRICA**

**QUESTIONNAIRE FOR WARD COMMITTEE MEMBERS**

---

Please insert an alphabet in the box to indicate your choice, where you need to print, please print clearly.

1. Please indicate your Gender

- a) Male
- b) Female

2. In which area is your Ward situated?

- a) Rural area
- b) Urban area

3. How long have you been a Ward Committee?

- a) 0 – 1year
- b) 1 – 2 years

4. In your view, is the municipality communicating effectively with communities?

- a) Yes
- b) No

5. Justice / elaborate on your answer.

.....

.....

.....

.....

6. Is the unit well capacitated in terms of human resource and other communication resources?

- a) Yes
- c) No



7. Elaborate your answer given above.

.....  
.....  
.....

8. COMTASK Report 1996, indicated that communication services should be placed under the Executive Authority to ensure its political management; under which section is the municipal communication services placed?

- a) **Office of the Municipal Manager**
- b) **Office of the Executive Mayor**
- c) **Not sure**

9. Do you have any knowledge of the availability of the institutional communication strategy (MLM)?

- a) **Yes**
- b) **No**

10. Which communication tools are commonly used for information dissemination to external clients?

- a) **Newspapers**
- b) **Radio**
- c) **Ward Cllr**

11. According to you, who should contribute towards the development and implementation of the organizational communication strategy?

- a) **Responsible unit**
- b) **Staff at all levels**
- c) **All stakeholders**

12. To what extent does the municipality provide the public with developmental information that integrates them in the complex process of social change?

.....  
.....  
.....

13. How can you rate the involvement of the Ward Committees in the overall municipal planning?

- a) **Effective**
- b) **Average**
- c) **Poor**

14 Do you agree or disagree that communication for both internal and external audience is coordinated on an ad-hoc basis.

- a) Agree
- b) Disagree

15 According you what should be done to improve Municipal communication?

.....  
.....  
.....

16. What is your overall impression of Communication in the Municipality?

.....  
.....  
.....

**THANK YOU!**

## ANNEXURE C

### (a) Frequency Tables of municipal officials

**Table 1: Please indicate your Gender**

		Frequency	Percent
Valid	Male	124	51.7
	Female	116	48.3
	Total	240	100.0

**Table 2: Please indicate your occupational level**

		Frequency	Percent
Valid	Junior Staff	152	63.3
	Manager	32	13.3
	Other	56	23.3
	Total	240	100.0

**Table 3: Directorate at which you are employed**

		Frequency	Percent
Valid	Finance	15	6.3
	Office of the Mayor	5	2.1
	Office of the Speaker	7	2.9
	Office of the Municipal Manager	3	1.3
	Directorate Public Safety	28	11.7
	Directorate Corporate Support Services	43	17.9
	Other	139	57.9
	Total	240	100.0

NWU  
LIBRARY

**Table 4: Duration of your stay at the municipality**

		Frequency	Percent
Valid	0-1 years	55	22.9
	1-3 years	77	32.1
	3-5 years	46	19.2
	5 - above	62	25.8
	Total	240	100.0

**Table 5: In your view is the municipal communication system integrated for effective and efficient information management and dissemination?**

		Frequency	Percent
Valid	Yes	82	34.2
	No	138	57.5
	Not sure	20	8.3
	Total	240	100.0

**Table 6: Is the communication unit effective in the coordination of the overall municipal communication?**

		Frequency	Percent
Valid	Yes	97	40.4
	No	143	59.6
	Total	240	100.0

**Table 7: Justify your choice above**

		Frequency	Percent
Valid	Timous information dissemination	34	14.2
	Coherent communication	45	18.8
	Ineffective coordination of messages	161	67.1
	Total	240	100.0

**Table 8: Is the Unit capacitated interms of human resources and other communications resources?**

		Frequency	Percent
Valid	Yes	95	39.6
	No	145	60.4
	Total	240	100.0

**Table 9: Elaborate on the choice given above**

		Frequency	Percent
Valid	Insufficient staff complement	123	51.3
	Limited financial resources	89	37.1
	Unit is well capacitated	28	11.7
	Total	240	100.0

**Table 10: COMTASK REPORT indicate that communication services should be placed under the Executive Authority to ensure political management, under which section is the municipal communication services placed?**

		Frequency	Percent
Valid	Office of the Municipal Manager	127	52.9
	Office of the Executive Mayor	69	28.8
	Not sure	44	18.3
	Total	240	100.0

**Table 11: Do you have any knowledge of the availability of the municipal communication strategy?**

		Frequency	Percent
Valid	Yes	44	18.3
	No	196	81.7
	Total	240	100.0

**Table 12: Which communication tools are used to communicate internally?**

		Frequency	Percent
Valid	Memos	118	49.2
	E-mails	41	17.1
	Departmental meetings	56	23.3
	Internal newsletter	25	10.4
	Total	240	100.0

**Table 13: Which communication tools are used to communicate with external clients?**

		Frequency	Percent
Valid	Newspaper	141	58.8
	Radio	78	32.5
	Ward Councillors	21	8.8
	Total	240	100.0

**Table 14: According to you, who should contribute to the development and implementation of the organizational communication planning?**

		Frequency	Percent
Valid	Responsible Unit	127	52.9
	Staff at all levels	46	19.2
	Politicians	17	7.1
	All stakeholders	50	20.8
	Total	240	100.0

**Table 15: How is the overall flow of communication messages from council and management down to all employees?**

		Frequency	Percent
Valid	Effective	47	19.6
	Average	38	15.8
	Poor	155	64.6
	Total	240	100.0

**Table 16: How can you rate the involvement of the Ward Committees in the overall municipal communication planning and implementation?**

		Frequency	Percent
Valid	Effective	45	18.8
	Average	52	21.7
	Poor	143	59.6
	Total	240	100.0

**Table 17: Do you agree or disagree that communication with both the internal and external audience is coordinated on an ad-hoc basis?**

		Frequency	Percent
Valid	Agree	174	72.5
	Disagree	66	27.5
	Total	240	100.0

**Table 18: According to you what could be done to improve communication at the municipality?**

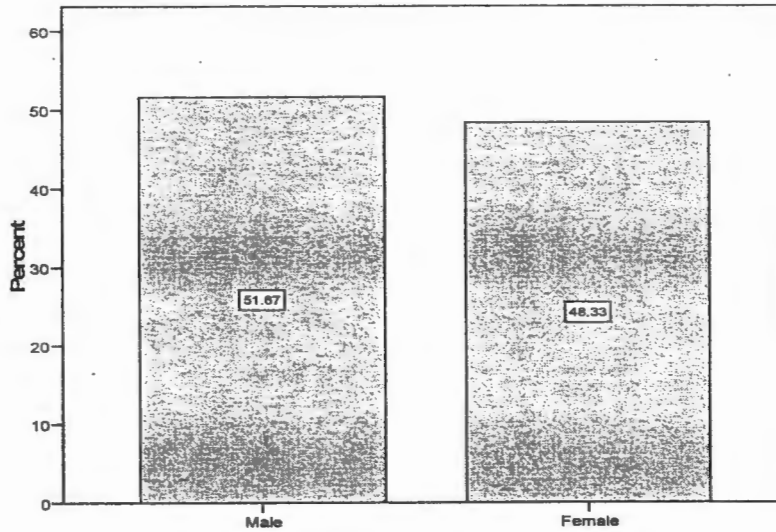
		Frequency	Percent
Valid	Capacitate all stakeholders on communication	59	24.6
	Involve ward committees in communication	27	11.3
	Employment of qualified and experienced personnel	97	40.4
	Channel more resources for communications	38	15.8
	Nothing	19	7.9
	Total	240	100.0

**Table 19: What is your overall impression of communication at the municipality?**

		Frequency	Percent
Valid	Not effectively coordinated	107	44.6
	Not systematic	68	28.3
	Well coordinated	14	5.8
	Effective	27	11.3
	Total	216	90.0
Missing	System	24	10.0
Total		240	100.0

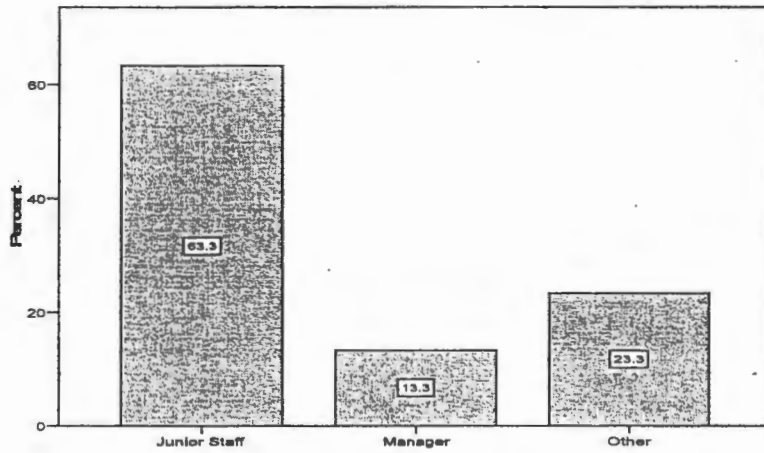
**(b) Bar Charts of frequency tables of municipal officials**

**Chart 1: Please indicate your Gender**

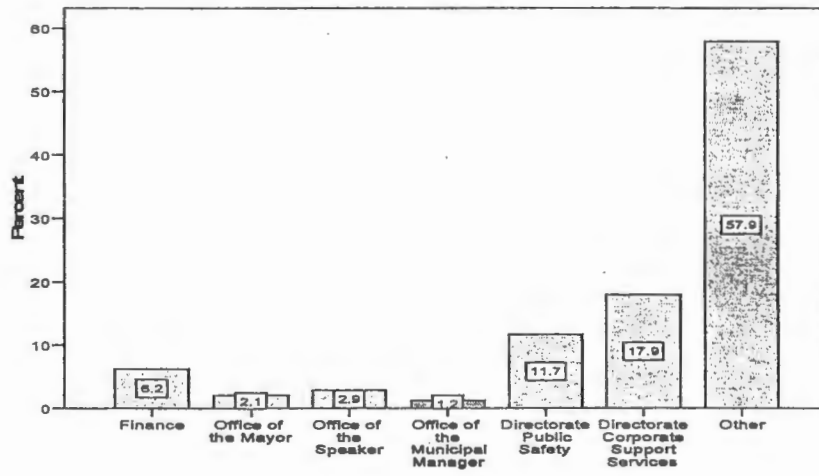




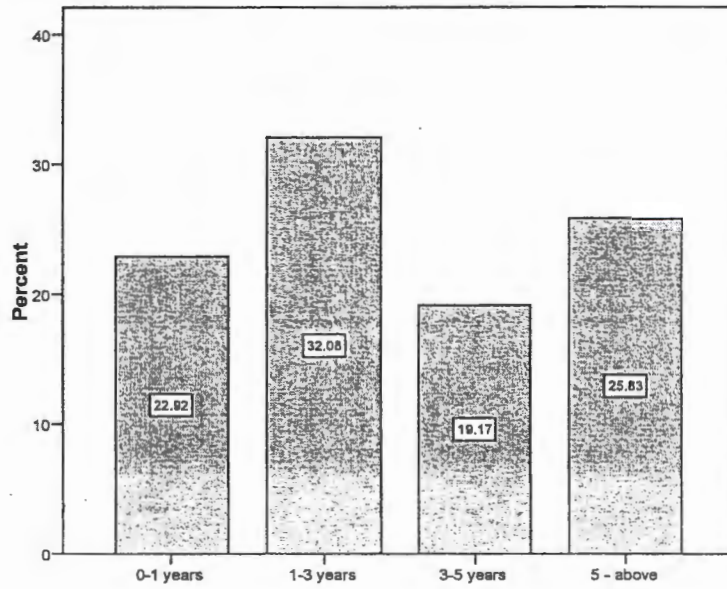
**Chart 2: Please indicate your occupational level**



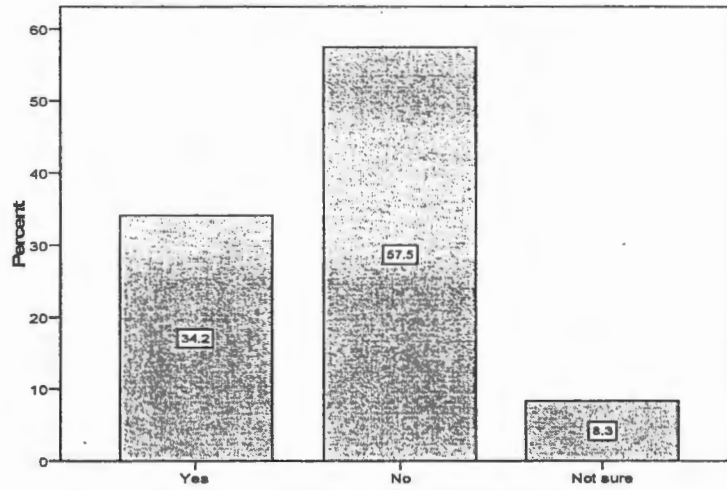
**Chart 3: Directorate at which you are employed**



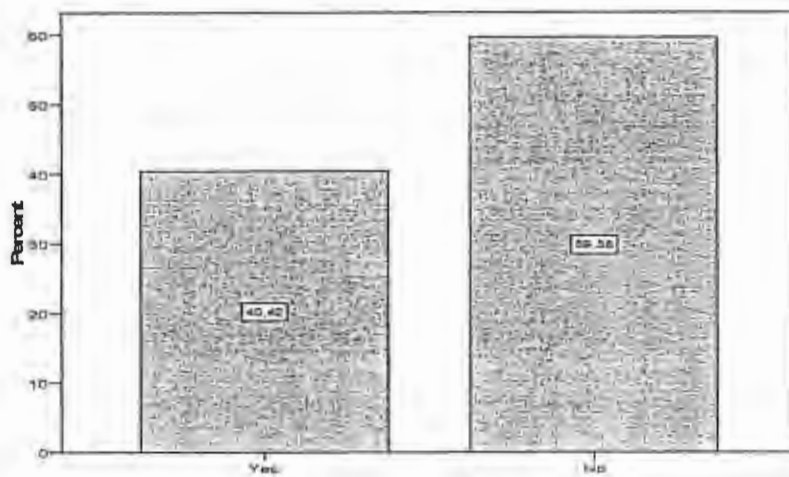
**Chart 4: Duration of your stay at the municipality**



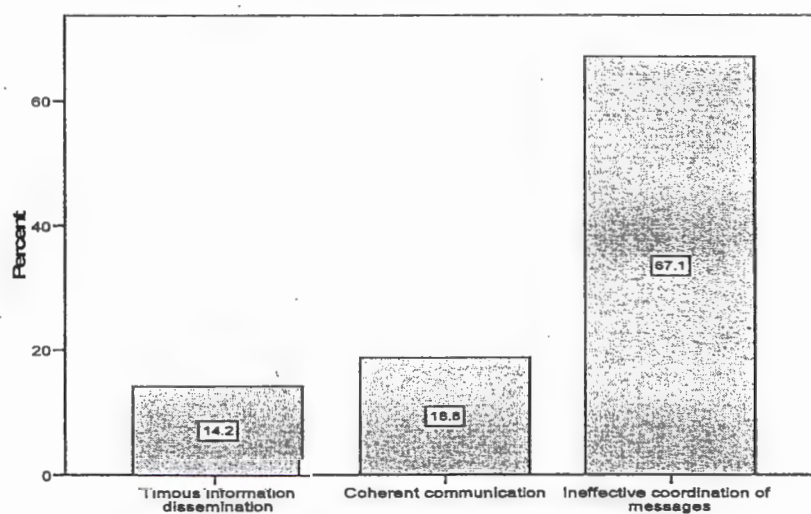
**Chart 5: In your view is the municipal communication system integrated for effective and efficient information management and dissemination?**



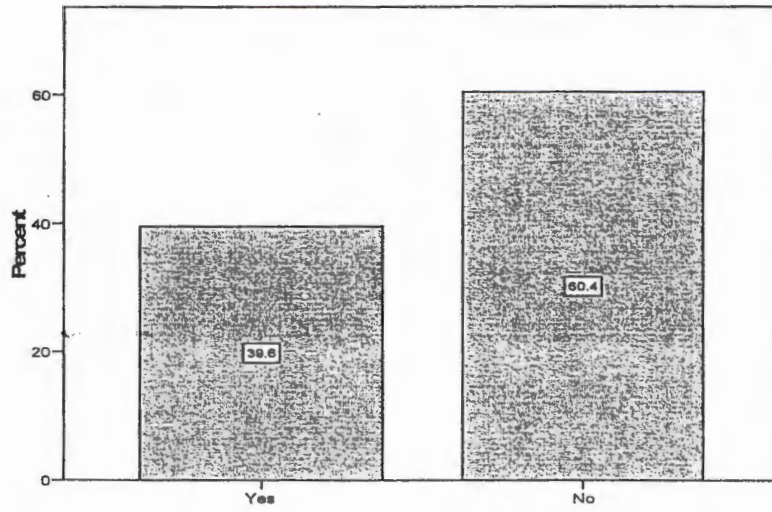
**Chart 6: Is the communication unit effective in the coordination of the overall municipal communication?**



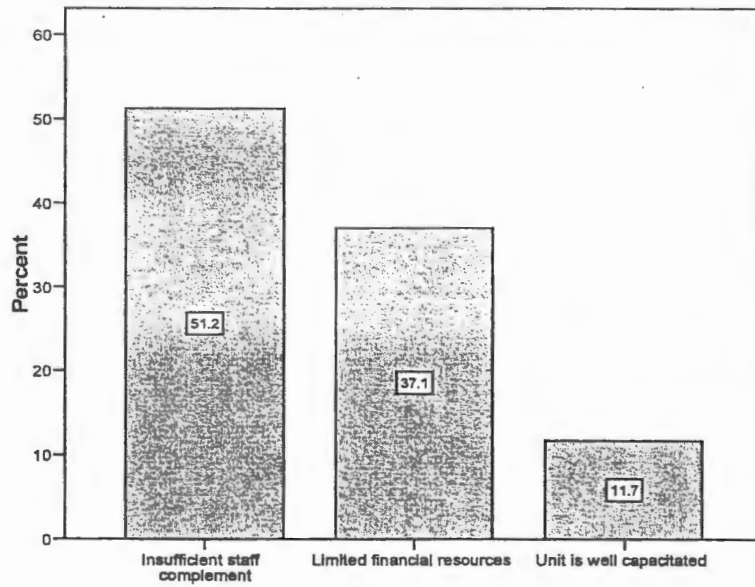
**Chart 7: Justify your choice above**



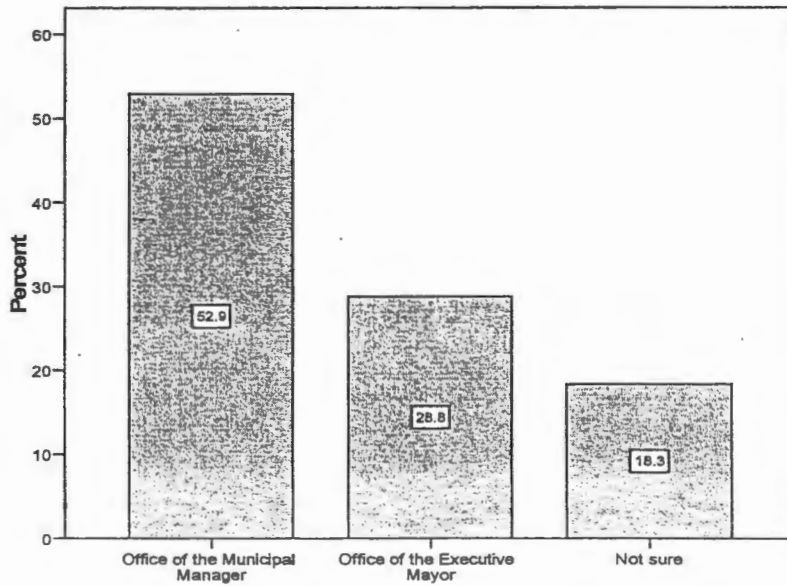
**Chart 8: Is the Unit capacitated interms of human resources and other communications resources?**



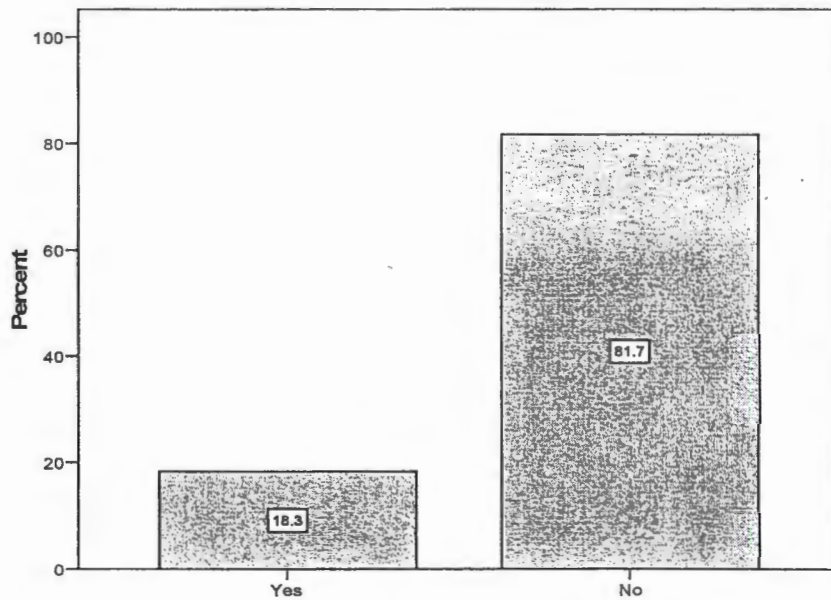
**Chart 9: Elaborate on the choice given above**



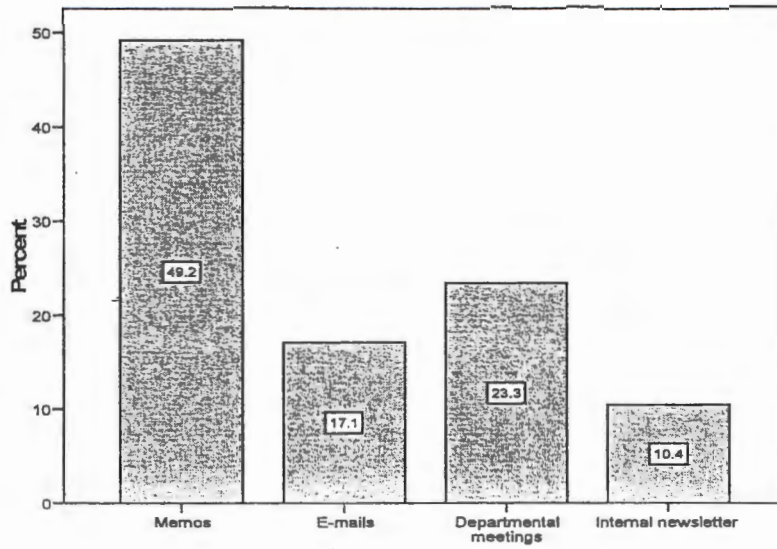
**Chart 10: COMTASK REPORT indicate that communication services should be placed under the Executive Authority to ensure political management, under which section is the municipal communication services placed?**



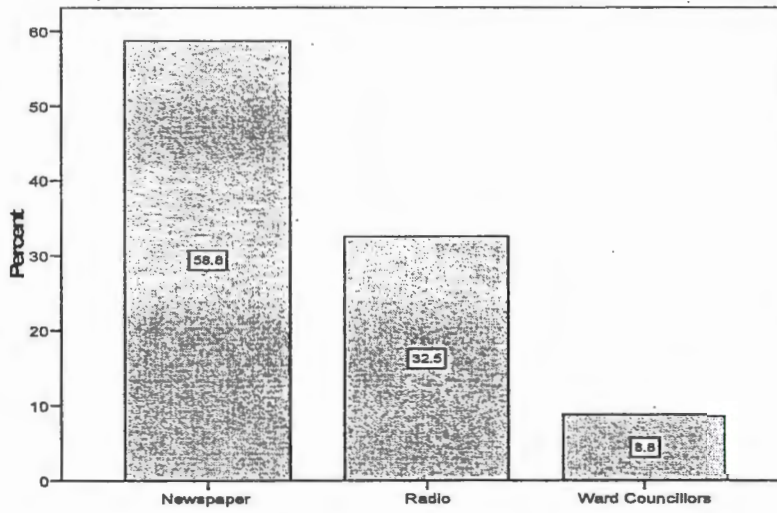
**Chart 11: Do you have any knowledge of the availability of the municipal communication strategy?**



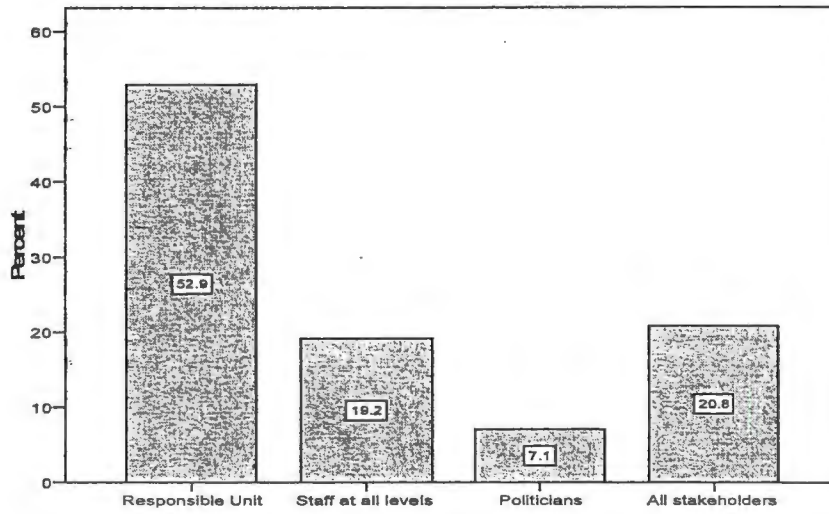
**Chart 12: Which communication tools are used to communicate internally?**



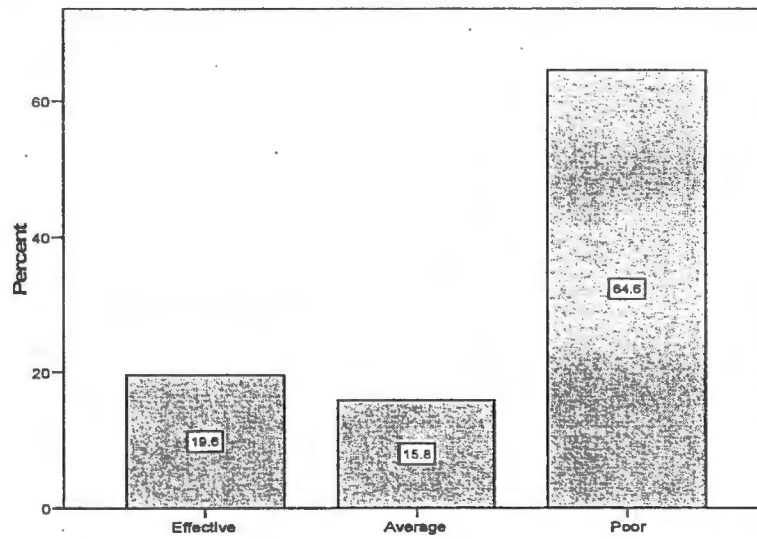
**Chart 13: Which communication tools are used to communicate with external clients?**



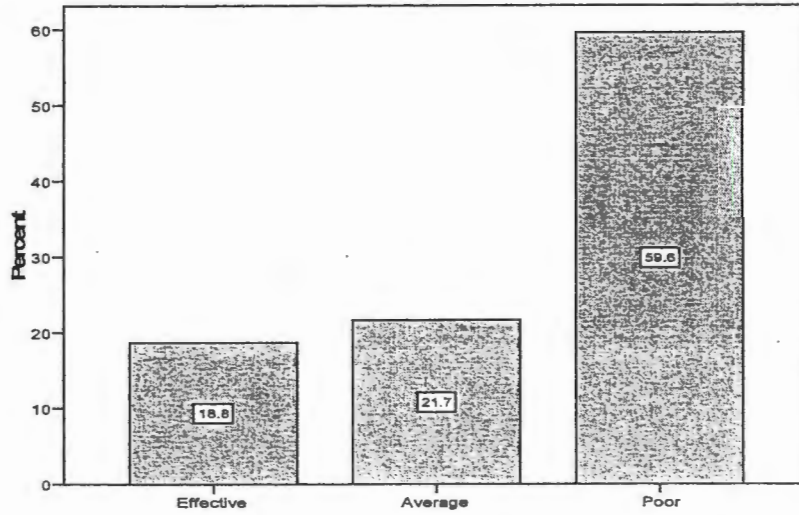
**Chart 14: According to you, who should contribute to the development and implementation of the organizational communication planning?**



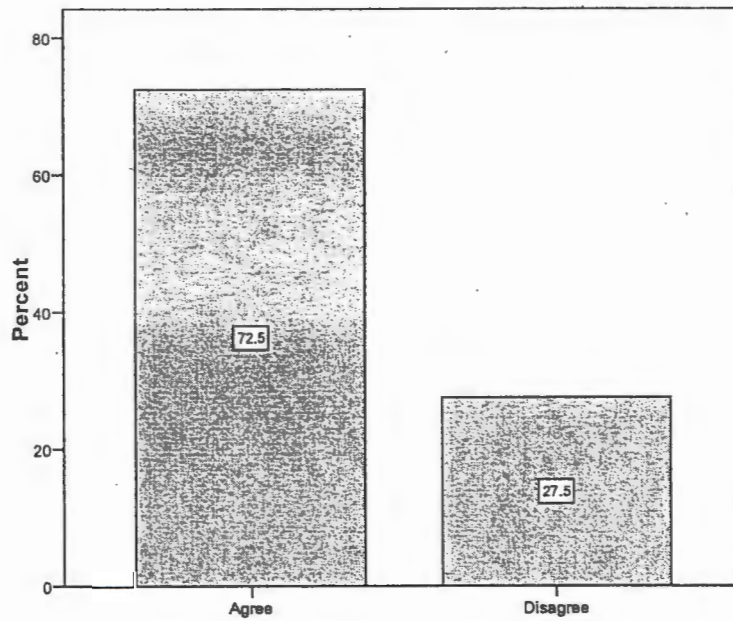
**Chart 15: How is the overall flow of communication messages from council and management down to all employees?**



**Chart 16: How can you rate the involvement of the Ward Committees in the overall municipal communication planning and implementation?**

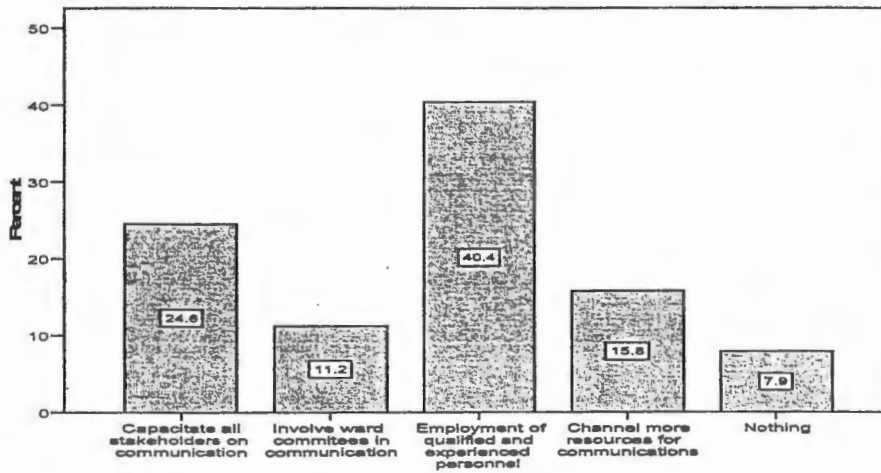


**Chart 17: Do you agree or disagree that communication with both the internal and external audience is coordinated on an ad-hoc basis?**

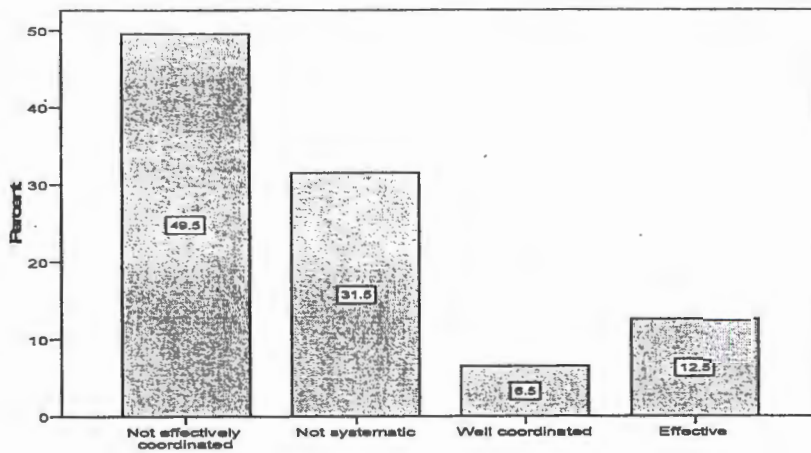




**Chart 18: According to you what could be done to improve communication at the municipality?**



**Chart 19: What is your overall impression of communication at the municipality?**



**(c) Frequency tables of ward committee members**

**Table 1: Please indicate your Gender**

		Frequency	Percent
Valid	Male	13	46.4
	Female	15	53.6
	Total	28	100.0

**Table 2: In which area is your ward situated?**

		Frequency	Percent
Valid	Rural area	22	78.6
	Urban area	6	21.4
	Total	28	100.0

**Table 3: How long have you been a Ward Committee Member?**

		Frequency	Percent
Valid	0-1 year	9	32.1
	1-2 years	19	67.9
	Total	28	100.0

**Table 4: In your view, is the municipality's communicating effectively with communities?**

		Frequency	Percent
Valid	Yes	6	21.4
	No	22	78.6
	Total	28	100.0

**Table 5: Justify/elaborate your answer above**

		Frequency	Percent
Valid	People not well informed	10	35.7
	Information does not reach all	14	50.0
	Community is well informed about municipal activities	4	14.3
	Total	28	100.0

**Table 6: Is the unit well capacitated in terms of human resources and other communication resources?**

		Frequency	Percent
Valid	Yes	8	28.6
	No	20	71.4
	Total	28	100.0

**Table 7: Elaborate on your answer given above**

		Frequency	Percent
Valid	Insufficient staff	17	60.7
	Limited financial resources	7	25.0
	The unit is well capacitated	4	14.3
	Total	28	100.0

**Table 8: COMTASK report indicate that communication should be placed under the Executive Authority to ensure political management, under which section is the municipal communication services placed?**

		Frequency	Percent
Valid	Office of the Municipal Manager	18	64.3
	Office of the Executive Mayor	4	14.3
	Not sure	6	21.4
	Total	28	100.0

**Table 9: Do you have any knowledge of the availability of the institutional communication strategy?**

		Frequency	Percent
Valid	No	28	100.0

**Table 10: Which communication tools are used for communicating with the external clients?**

		Frequency	Percent
Valid	Newspapers	11	39.3
	Radio	7	25.0
	Ward Councillor	10	35.7
	Total	28	100.0

**Table 11: According to you, who should contribute to the development and implementation of the organisational communication strategy?**

		Frequency	Percent
Valid	Responsible Unit	18	64.3
	Staff at all levels	6	21.4
	All stakeholders	4	14.3
	Total	28	100.0

**Table 12: How is the overall flow of communication messages from council and management down to all employees and the outside audience?**

		Frequency	Percent
Valid	Effective	1	3.6
	Average	10	35.7
	Poor	17	60.7
	Total	28	100.0

**Table 13: To what extent does the municipality provide the public with developmental information that integrates them in the process of social change?**

		Frequency	Percent
Valid	Through routine Imbizos	5	17.9
	During IDP planning process	23	82.1
	Total	28	100.0

**Table 14: How can you rate the involvement of Ward Committee Members in the overall municipal communication?**

		Frequency	Percent
Valid	Effective	4	14.3
	Average	8	28.6
	Poor	16	57.1
	Total	28	100.0

**Table 15: Do you agree or disagree that communication with both the internal and external audience coordinated on an ad-hoc basis?**

		Frequency	Percent
Valid	Agree	25	89.3
	Disagree	3	10.7
	Total	28	100.0

**Table 16: According to you, what should be done to improve municipal communication?**

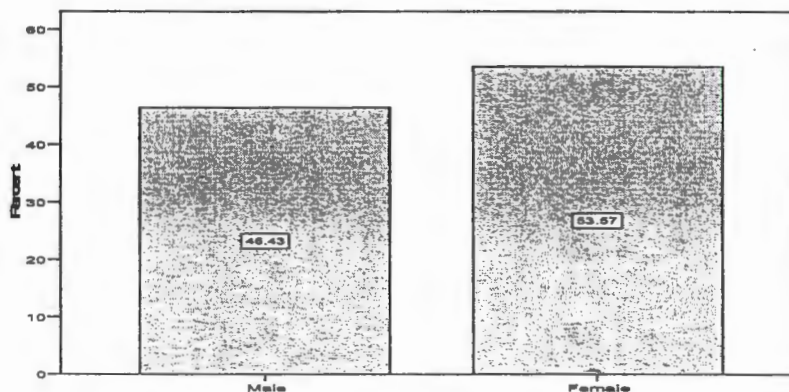
		Frequency	Percent
Valid	Capacitate all stakeholders on communication	9	32.1
	Involve Ward Committees in communication	12	42.9
	Employment of qualified and experienced personnel	5	17.9
	Use local language	2	7.1
	Total	28	100.0

**Table 17: What is your overall impression of communication in the municipality?**

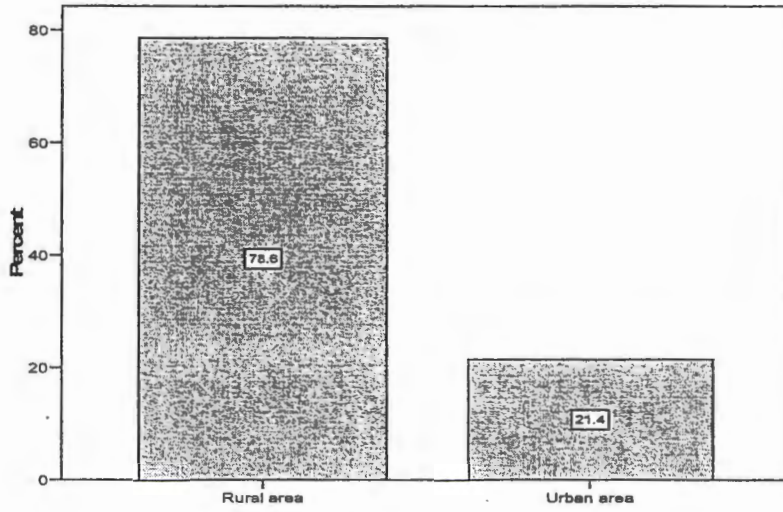
		Frequency	Percent
Valid	Not effectively coordinated	17	60.7
	Not systematic	11	39.3
	Total	28	100.0

**(d) Bar Charts of Frequency tables of ward committee members**

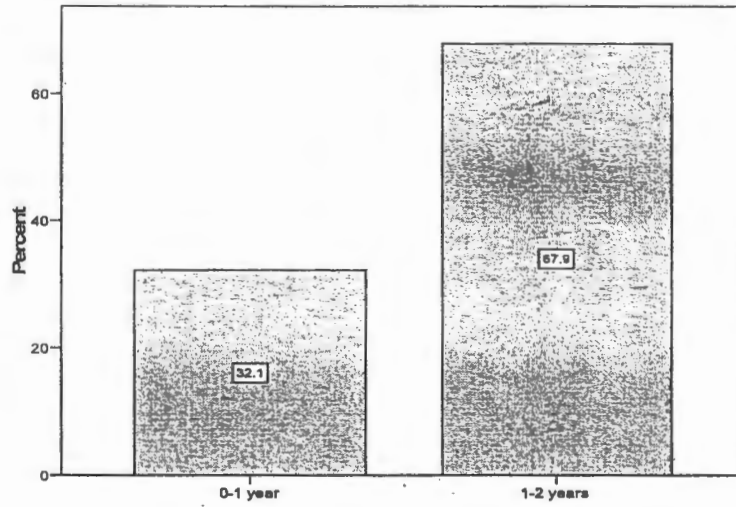
**Chart 1: Please Indicate your Gender**



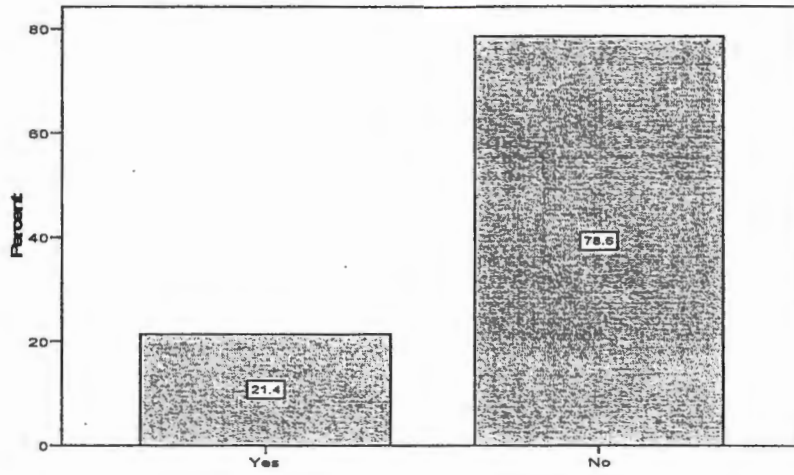
**Chart 2: In which area is your ward situated?**



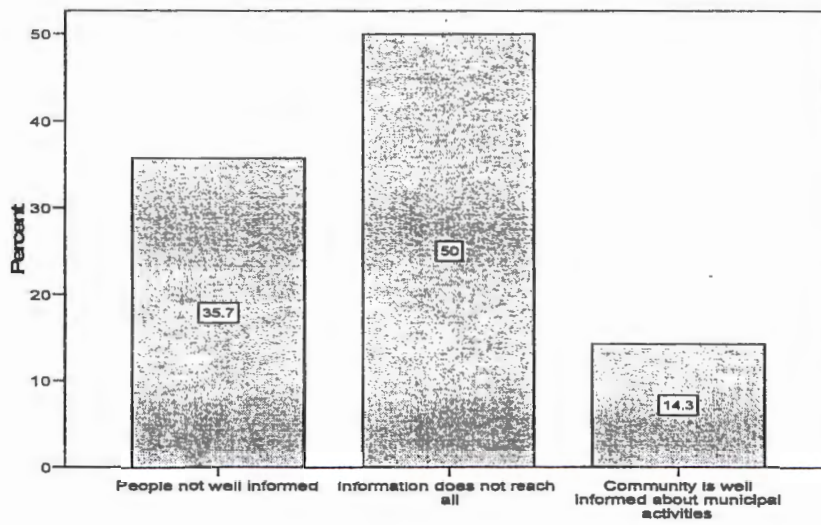
**Chart 3: How long have you been a Ward Committee Member?**



**Chart 4: In your view, is the municipality's communicating effectively with communities?**

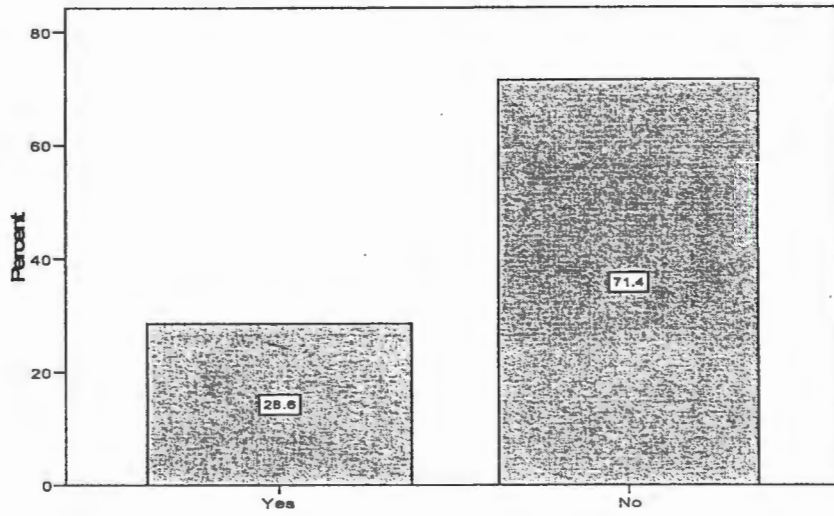


**Chart 5: Justify/elaborate your answer above**

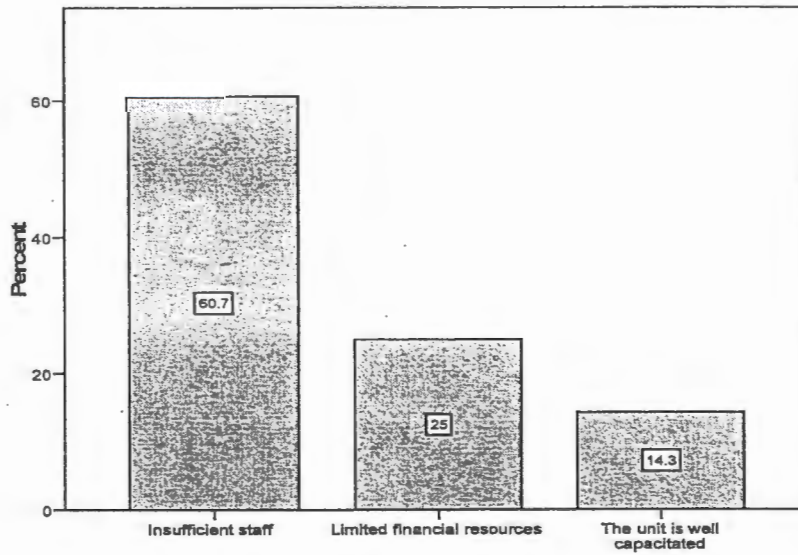




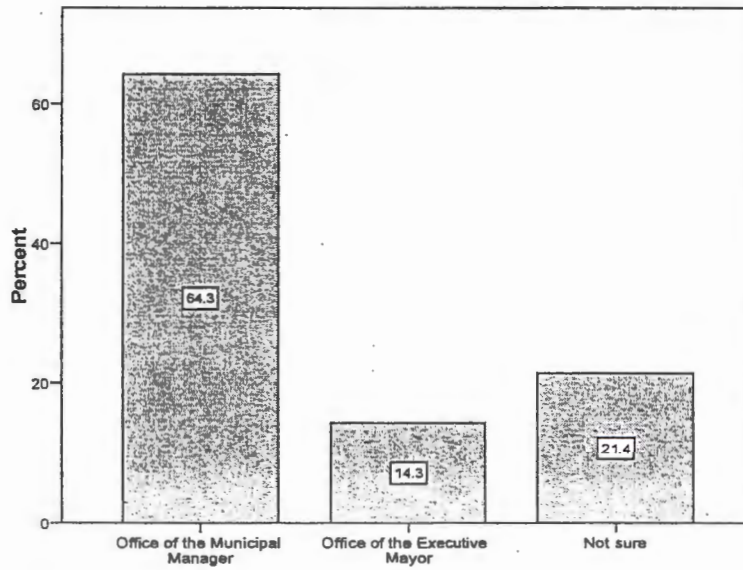
**Chart 6: Is the unit well capacitated in terms of human resources and other communication resources?**



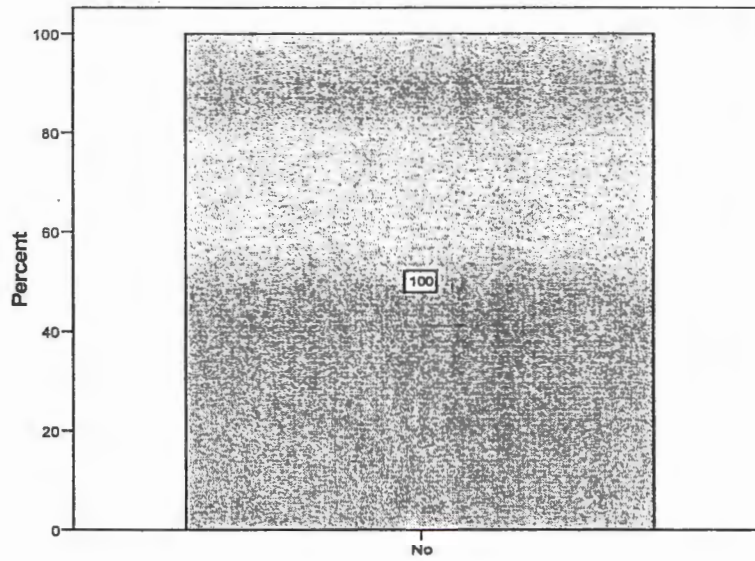
**Chart 7: Elaborate on your answer given above**



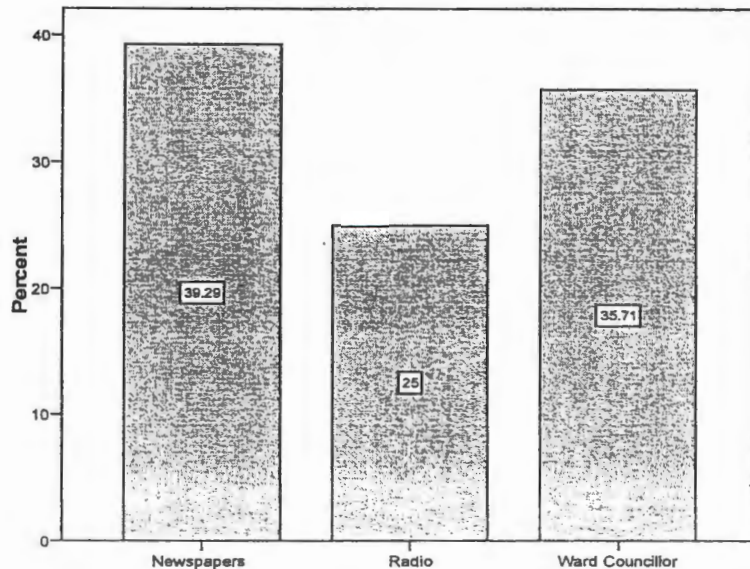
**Chart 8: COMTASK report indicate that communication should be placed under the Executive Authority to ensure political management, under which section is the municipal communication services placed?**



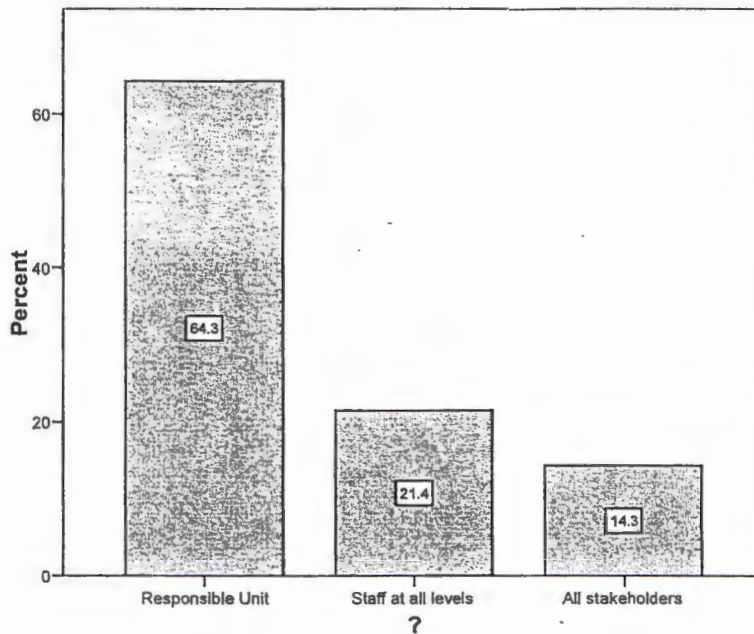
**Chart 9: Do you have any knowledge of the availability of the institutional communication strategy?**



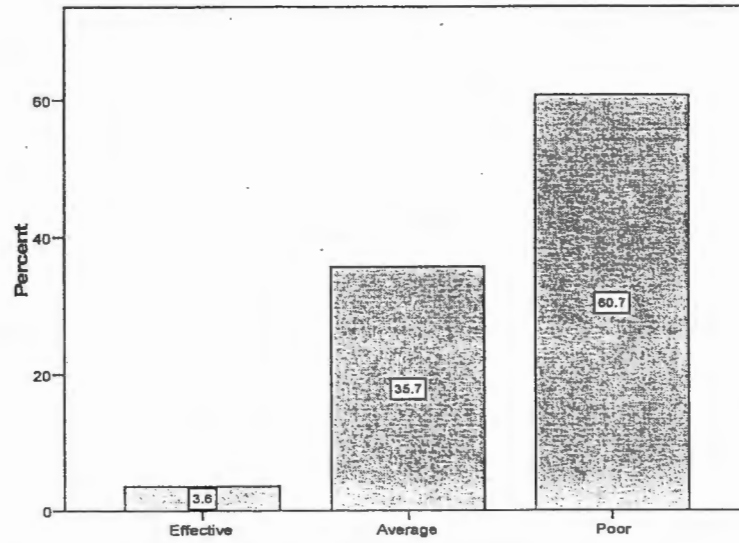
**Chart 10: Which communication tools are used for communicating with the external clients?**



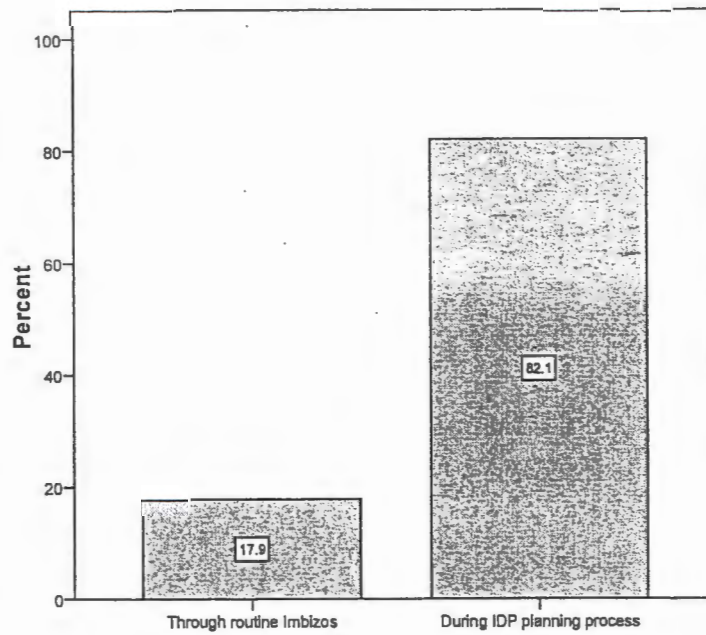
**Chart 11: According to you, who should contribute to the development and implementation of the organisational communication strategy?**



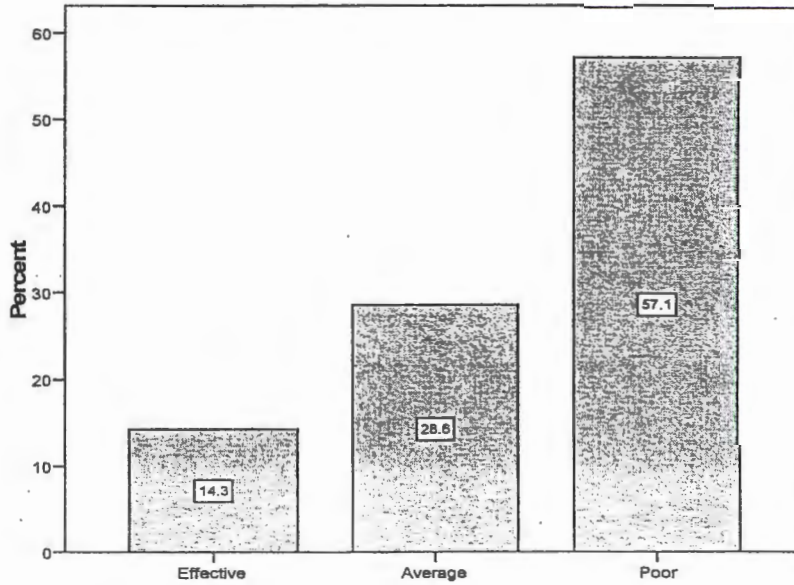
**Chart 12: How is the overall flow of communication messages from council and management down to all employees and the outside audience?**



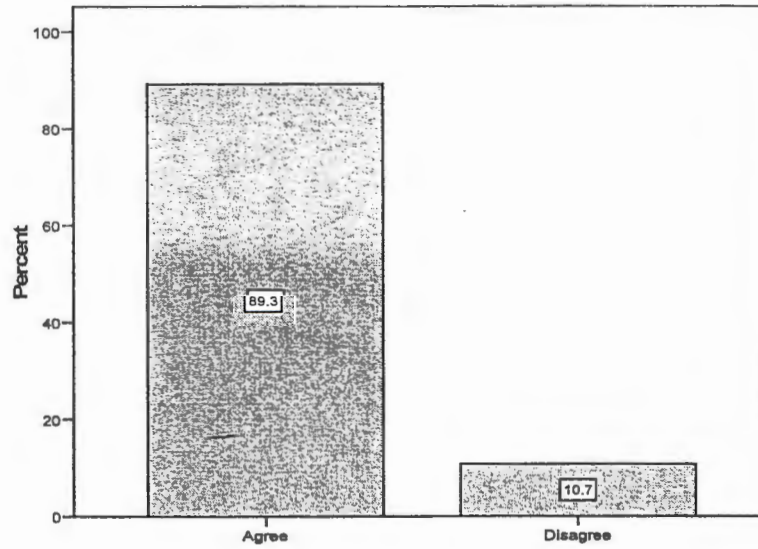
**Chart 13: To what extent does the municipality provide the public with developmental information that integrates them in the process of social change?**



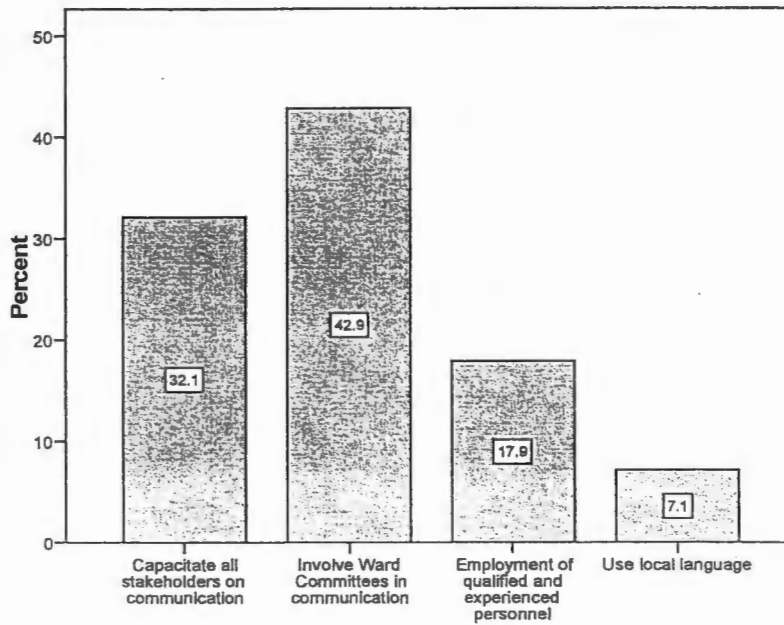
**Chart 14: How can you rate the involvement of Ward Committee Members in the overall municipal communication?**



**Chart 15: Do you agree or disagree that communication with both the internal and external audience coordinated on an ad-hoc basis?**



**Chart 16: According to you, what should be done to improve municipal communication?**



**Chart 17: What is your overall impression of communication in the municipality?**

