



Capacitating municipal communication in selected departments to enhance service delivery

K.P. MOKAILA

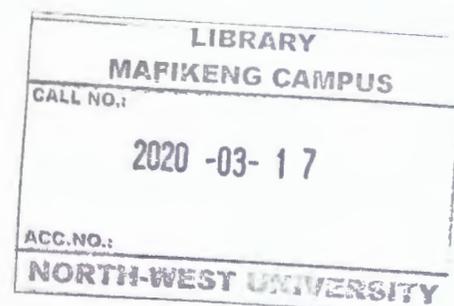
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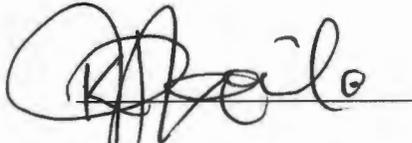
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DECLARATION

I, **K.P MOKAILA** (student number 16356802) declare that this study titled, “**Capacitating municipal communication departments to enhance service delivery: A case study at Ngaka Modiri Molema District Municipality**” is my own work and has never been submitted for any degree at any other university. All sources in this study have been indicated and acknowledged by means of direct and indirect references.



Signed

10/09/2019
Date

DEDICATION

I dedicate this piece of work to God Almighty, who gave me the grace and strength to finish this study.

To my late parents Mr Latelang Shadrack Mokaila and Ms Hilda Sebungini Mokaila for imparting values of education especially during my primary school days.

To Boitumelo Mogokonyane for her unwavering support and words of encouragement especially when the going got tough and I felt like giving up. My two sons, Leago and Boitshepo and everyone who played a meaningful role towards the completion of the project



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All the supervisors, namely Prof Colins Miruka, Dr Mpho Chaka, and Prof Betchani Tchereni who played a role in shaping the topic for the research. Particular gratitude to Prof Fulufhelo Netswera for agreeing to assist despite short time constraints. Gratitude to my managers Ms Kesalopa Gill and Matshidiso Matlou for helping me strike a balance between work and academic responsibilities.

ABSTRACT

Communication among municipal staff and between the municipality and community members has proven to be a challenge for South African municipalities. It was identified from literature that for proper service delivery to take place in the municipalities, there needs to be an effective communication among municipal staff members first, and between municipal staff and community members.

The purpose of this research therefore was to investigate how effective municipal communication can be capacitated in order to enhance service delivery in the Ngaka Modiri Molema District municipalities. Communication is described as meaning a pattern of information flow within the organisation. All organisations regard effective communications as essential for survival. The study employed the system theory in order for the researcher to understand how effective communication can work in an organisation.

A quantitative research design was used for this study in order for the researcher to attain numeric and quantifiable responses from the respondents. Census sampling was used to identify 126 staff members that were used for the study. Simple random sampling, on the other hand, was used to select 50 community members in the NMMDM. An open-ended questionnaire was used to collect data from respondents in the schools. The questionnaires were developed based on what existed in the literature study. The questionnaire was drafted in a way that aimed at answering the research questions posed for the study. Data collected was analysed using descriptive statistical analysis; data were presented in chart and tables and further discussed with relevant literature. The main findings of the study revealed that the staff members are happy with the communication service they get in the municipalities, but they need proper improvement in the channels of communication used by the municipalities. The community members, on the other hand, are not impressed with the means of communication used by the municipality. This has led to poor service delivery, so proper channels of communication that accommodate all community members should be utilized. The study made recommendations in respect of the practical implementation, policy review and further research.

TABLE OF CONTENTS

<u>DECLARATION</u>	1
<u>DEDICATION.....</u>	2
<u>AKNOWLEDGEMENTS</u>	3
<u>ABSTRACT</u>	4
<u>LIST OF TABLES AND FIGURES</u>	10
<u>LIST OF ACRONYMS</u>	13
<u>CHAPTER ONE</u>	14
<u>INTRODUCTION OF THE STUDY</u>	14
<u>1.1 INTRODUCTION AND BACKGROUND</u>	14
<u>1.2. PROBLEM STATEMENT</u>	16
<u>1.5. importance and benefits of the proposed study</u>	18
<u>1.6.1. delimitations (Scope)</u>	19
<u>1.6.2. assumptions</u>	19
<u>1.7. THEORETICAL FRAMEWORK</u>	20
<u>1.8 RESEARCH APPROACH</u>	21
<u>1.9. RESEARCH DESIGN</u>	21
<u>1.10 RESEARCH METHODOLOGY</u>	21
<u>1.10.1. Population of the study</u>	21
<u>1.10.2. Sampling</u>	22
<u>1.10.3. Data collection techniques</u>	22

<u>1.10.4. Data analysis</u>	22
<u>1.11. ETHICAL CONSIDERATION</u>	23
<u>1.12. DEFINITION OF CONCEPTS</u>	23
<u>1.13. CHAPTER DIVISION</u>	23
<u>CHAPTER TWO</u>	25
<u>LITERATURE REVIEW</u>	25
<u>2.1. INTRODUCTION</u>	25
<u>2.2. THEORETICAL FRAMEWORK</u>	25
<u>2.3. AN OVERVIEW OF COMMUNICATION IN AN ORGANISATION</u>	27
<u>2.4. TYPES OF COMMUNICATION</u>	30
<u>2.4.1. External communication</u>	30
<u>2.4.2. Internal communication</u>	31
<u>2.5. STAKE HOLDERS AND STRATEGIC COMMUNICATION</u>	33
<u>2.6. CAPACITY BUILDING PROGRAMME FOR EFFECTIVE COMMUNICATION</u>	33
<u>2.6.1 Individual Capacity</u>	33
<u>2.6.2. Institutional Capacity</u>	34
<u>2.6.3. Environmental Capacity</u>	35
<u>2.7. GOVERNMENT WIDE COMMUNICATION SYSTEM</u>	36
<u>2.8. OVERVIEW OF PUBLIC SERVICE DELIVERY</u>	36
<u>2.9. THE IMPORTANCE OF LOCAL GOVERNMENT COMMUNICATION</u>	37
<u>2.10.1. The white paper sphere on service delivery</u>	38
<u>2.10.2. Integrated Development Plan (IDP) as a tool of communication and service delivery.</u>	38

<u>2.10.3. IMBIZO as vehicle of two way communication</u>	39
<u>2.11. CONSTITUTIONAL OBLIGATION OF LOCAL GOVERNMENT AND SERVICE DELIVERY</u>	40
<u>2.12. THE 10 BASIC PRINCIPLES OF AN EFFECTIVE GOVERNMENT COMMUNICATION</u>	43
<u>2.13. DEVELOPMENT COMMUNICATION</u>	45
<u>2.14 BARRIERS TO EFFECTIVE COMMUNICATION</u>	46
<u>2.15. CONCLUSION</u>	48
<u>CHAPTER THREE</u>	49
<u>RESEARCH DESIGN AND METHODOLOGY</u>	49
<u>3.1. INTRODUCTION</u>	49
<u>3.2. RESEARCH PARADIGM</u>	49
<u>3.3. RESEARCH TYPES</u>	50
<u>3.4.1. Qualitative, quantitative and mixed research</u>	50
<u>3.4. RESEARCH APPROACH</u>	51
<u>3.5. RESEARCH DESIGN</u>	52
<u>3.6. RESEARCH METHODOLOGY</u>	53
<u>3.6.1. Population of the study</u>	53
<u>3.6.2. Sampling</u>	54
<u>3.6.3. Method of data collection</u>	55
<u>3.6.4. Method of data analysis</u>	56
<u>3.7. RESEARCH ETHICS</u>	56
<u>3.7.1. Informed consent</u>	57
<u>3.7.2. Voluntary participation</u>	57

<u>3.7.3. Confidentiality and privacy</u>	57
<u>3.7.4. Avoidance of harm</u>	57
<u>3.8 SUMMARY OF CHAPTER</u>	58
<u>CHAPTER FOUR</u>	59
<u>DATA ANALYSIS AND PRESENTATION</u>	59
<u>4.1. INTRODUCTION</u>	59
<u>4.2 QUANTITATIVE DATA ANALYSIS</u>	59
<u>4.3. BIOGRAPHIC INFORMATION FOR THE STUDY</u>	64
<u>4.4. EFFECTIVENESS OF EXISTING SERVICE DELIVERY IN NMMDM</u>	69
<u>4.4.1. Community responses</u>	70
<u>4.4.2. Municipal staff responses</u>	71
<u>4.5. BARRIERS AFFECTING EFFECTIVE SERVICE DELIVERY IN NMMDM</u>	75
<u>4.6. THE SOCIAL PLATFORM USED BY MUNICIPALITY TO COMMUNICATE</u>	81
<u>4.7. WAYS IN WHICH SERVICE DELIVERY CAN BE ENHANCED IN THE MUNICIPALITY</u>	84
<u>4.8. WAYS OF IMPROVING COMMUNICATION PROCESS AT THE MUNICIPALITY</u>	87
<u>4.9. CHAPTER SUMMARY</u>	90
<u>CHAPTER FIVE</u>	91
<u>CONCLUSION AND RECOMMENDATIONS</u>	91
<u>5.1 INTRODUCTION</u>	91
<u>5.2 SUMMARY OF THE STUDY</u>	91
<u>5.3 HOW EFFECTIVE ARE EXISTING COMMUNICATION POLICIES IN EFFECTING SERVICE DELIVERY IN NMMDM?</u>	91

<u>5.4. WHAT ARE THE CURRENT COMMUNICATION PLATFORM USED BY NMMDM IN COMMUNICATION?</u>	92
<u>5.5. BARRIERS THAT EFFECT COMMUNICATION IN NMMDM</u>	93
<u>5.6 WAY(S) CAN THE COMMUNICATION SERVICES IN NMMDM BE IMPROVED IN ORDER TO ENHANCE EFFECTIVE SERVICE DELIVERY</u>	94
<u>5.7 RECOMMENDATIONS</u>	95
<u>5.8 LIMITATIONS</u>	96
<u>5.9. CONCLUSION</u>	96
<u>REFERENCES.</u>	97
<u>APPENDIX A: QUESTIONNAIRES FOR STAFF MEMBERS IN NMMDM</u>	102
<u>APPENDIX B: QUESTIONNAIRES FOR COMMUNITY MEMBERS IN NMMDM</u>	107

LIST OF TABLES AND FIGURES

Chapter 1

Figure	page
Figure 1.1. NMMDM chart	13

Chapter 2

Figure	page
Figure 2.1 Communication process	24

Chapter 3

Tables	Page
Table 3.1. Difference between qualitative, quantitative and mixed method	48
Table 3.2. Population survey	53
Figures	
Figure 3.1. Geographical population area	52

Chapter 4

Tables	Page
Table 4.1. Descriptive statistics for staff members	57
Table 4.2. Descriptive statistics for community members	59
Table 4.3. Number of years employed in municipalities	52
Table 4.4. Gender of staff	62

Table 4.5. Age group of municipal staff	63
Table 4.6 Highest qualification of municipal staff	64
Table 4.7. Municipality worked in	65
Table 4.8. Left out of municipal activities	68
Table 4.9. Event left out of	68
Table 4.10. Communication within and outside department	69
Table 4.11. Language used to communicate	74
Table 4.12. Communication issues existing in municipality	76
Table 4.13. Time taken to get message	78
Table 4.14. Communication breakdown	79
Table 4.15. Enhancing service delivery	80
Table 4.16. Skills of municipalities in handling communication process	84
Table 4.17. Ways used by municipalities in handling communication process	85
Figures	
Figure 4.1. Number of years lived in community	62
Figure 4.2. Gender of community members	63
Figure 4.3. Age group of community members	64
Figure 4.4. Municipality lived in	65
Figure 4.5. Municipal activities	66

Figure 4.6. Event left out	67
Figure 4.7. Reason left out	67
Figure 4.8. Communication breakdown	70
Figure 4.9. Language municipality used to communicate	71
Figure 4.10. Communication issues in municipality	72
Figure 4.11. Time taken to get message	73
Figure 4.12. Communication types/system used by municipality	77
Figure 4.13. Ways in which service delivery can be enhanced	80
Figure 4.14. Ways of improving communication process at the municipality	83

LIST OF ACRONYMS AND ABBREVIATIONS

CoGTA	Cooperative Governance and Traditional Affairs
GCIS	Government Communication and Information System
IDP	Integrated Development Plan
LM	Local Municipality
NGOs	Non-governmental Organisations
NMMDM	Ngaka Modiri Molema District Municipality
POA	Programme of Action
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND

This study is aimed to assess the impact the communication department can make in creating a participatory government characterised by access to information in order to enhance effective service delivery in the Ngaka Modiri Molema District Municipalities (NMMDM). The South African Constitution (Act 108 of 1996) outlines that the government constitutes national, provincial and local spheres, which are unique, interdependent and interrelated. The current South African governance model defines the country as a unitary state, with a decentralised system of government consisting of these spheres. The South African Constitution further outlines the roles and responsibilities of the three spheres of government. The local sphere is often referred to as the “sphere of government that is closest to the people” which is required to enhance effective service delivery to the community.

Strong and capacitated developmental local authorities have a big contribution towards improving the quality of life of South African citizens, and to the development of the country (White Paper on Local Government, 1998). Tsatsire et al. (2010) affirm that municipalities are expected to identify their nearby spheres in a democratic and responsible manner. Municipalities are expected to lead, manipulate and lay out procedures for communication in the departments. Municipalities are additionally required to facilitate more suitable participation and conversation with communities, organisations and business to make a contribution to the improvement of the area (Fox, 2005). The closeness of local government and municipalities to the places where the needs are felt gives it a capability because it is strategically placed to operate its mandate of supplying basic services to the people as a first step to growing communities in South Africa (Section 152 of the Constitution). At the time of writing, NMMDM has a unit for corporate communications which handles all internal and external communication functions. This research will be undertaken in NMMDM in North West Province, Republic of South Africa.

The district municipality has offices in the town of Mahikeng, which is the capital city of the province. The district has five local municipalities under its wing, namely Mahikeng, Tswaing, Ditsobotla, Ramotshere Moiloa and Ratlou local municipalities, which are predominantly rural in nature. Figure 1.1 below presents the diagram of the map of NMMDM.

Figure 1.1. NMMDM map



Geographical population area (NMMD, 2009)

These municipalities have received disclaimers year after year from the Auditor General and have been placed under Section 139; 1(b) of the Constitution by the provincial government, as an intervention measure to help to deliver much-needed basic services to the communities. The latest census report from Statistics South Africa in 2016 estimates the population of the district municipality to be 842, 699 (Statistics SA, 2016). This means that the municipality has a massive task of communicating with all its various stakeholders and this task can only be achieved if there is an effective communication department in place.

The advent of democracy has changed government communication drastically. In the past, the apartheid government restricted individuals from accessing certain information, but the democratic government realised the importance of having an informed citizenry, hence it took the decision to make development communication key in government. Local government, as the sphere of government closest to the people, needs to ensure that its communication departments or machinery is well-capacitated to assist it to deliver quality services to the communities. After realising the need for this, government came up with the concept of a Development Communication approach, which is aimed at making public programmes and policies real, meaningful and sustainable (GCIS, 2008).

This study examined how capacitating communication departments can enhance service delivery in the municipalities in NMMD. According to Albert (2011), effective communication is something that can be developed. Communication is the lifeblood of any organisation and plays a key role in the effectiveness of the business setting. Communication serves very important functions in any business and government setting, and those that ignore or relegate this important function do so at their peril. Albert (2011) maintains that organisations that communicate well have a higher chance of success than those that do not

communicate well. Therefore organisations must communicate constantly with citizens to keep them up to date about service delivery successes and challenges. Even when government is not doing well, effective communication can build public confidence in the citizens regarding the performance of government. Hence, it can be said that the importance and necessity of communication to the organisation as a function is indisputable. It is against this backdrop that this study sets out to look at capacitating the municipal communication department in order to strengthen service delivery within the Ngaka Modiri Molema district municipality.

As a constitutional democracy, the Constitution of South Africa 1996 guarantees the right to access and to receive information (Chapter two, Bill of Rights). This means that citizens of the country have the right to be informed about what the organs of state are doing to improve their socio-economic status. Much as government must disseminate information to communities to apprise them of programmes and policies, citizens also must ensure that there are mechanisms or platforms in place which citizens can utilize to express their concerns and views. Chapter Four of the Municipal Systems Act says: a municipality should communicate to its community information concerning:

- the mechanisms, processes and procedures to encourage and facilitate community participation;
- the matters with relevance in which community participation is encouraged;
- the rights and duties of members of the local community;
- municipal governance, management and development;

In addition to the actions mentioned in section (1), a municipality should take into account:

- the language preference and usage within the municipality; and
- the special needs of individuals who cannot read or write.

This means that municipal managers are expected to adapt a technique or approach that will enhance service delivery. This approach should cater for the needs of all parties involved in the municipalities. This Chapter will therefore address the research problem, questions, and objectives of the study and the significance of the study.

1.2. PROBLEM STATEMENT

Communication in most municipalities and government departments is not what it should be and this works counter to what government seeks to achieve. Communication is not taken seriously as a key management activity for service delivery. Fielding (2001) identifies that one of the major problems faced in the

communication department of municipalities is that the communication sections in most government departments and in the local government sphere are staffed by people who neither have the qualifications, experience or skills to execute the functions of communication. Most of them are politically deployed and they do not have experience and competencies in the field.

In addition, Albert (2011) highlights that the recent service delivery protests that have been carried out in various municipalities have been blamed partly on the failure to communicate effectively. He also states that “too little information is too dangerous” because people act on that very little information as justification for their unruly actions. More than anything, to make matters worse, some municipal communication departments do not have approved communication strategy and policies such as effective emailing functions (Albert, 2011). Babbie (2007) affirms that a communication strategy, policy and plans are very important documents as they outline communication activities in the departments as well as who is responsible for what, as communication is a broad field. These documents can further assist to communicate with intent and to achieve communication objectives, so the absence thereof does not augur well for the municipality and its responsibility of informing communities about social transformation and development programmes it undertakes.

Most of the service delivery protests that occurred in the country in the year 2009 were blamed in particular on the inability by those tasked with the responsibility to communicate effectively by municipalities, or on the lack of communication from municipalities to inform citizens about reform programmes taking place in their various municipalities (Albert, 2011). According to the State of Local Government in South Africa report (2009), the increasing number of violent protests in some parts of South Africa is partly due to lack of communication between the local sphere of government and people residing in areas under its jurisdiction. This has been the major problem faced by the municipalities. Effective communication has been seen as a tool of service delivery. Some communications officials do not have the requisite qualifications, experience or skill to perform their duties and thus this has a negative impact on communications output. The mentality of work relations in most municipalities affects co-ordination of communication functions (Erasmus, 2001).

Tsatsire *et al.* (2010) also point out that for municipalities, communication is event-based, meaning communicators wait for the municipality to have an event, or launch an awareness campaign, and then start issuing media statements based on the event. This implies that communication is driven by short-term agendas rather than strategizing for the long term, which would have better consequences for the citizens. This means that if there are no events or campaigns taking place, there is no communication coming from the department; communicators have been severely criticised regarding this practise. Only a few communicators write opinion editorial pieces for the media, although not writing about the official position of the municipality regarding a particular subject but rather expressing their own opinion, or writing in their individual capacity.

This therefore means there is a lack of effective communication, and having been patient for services for a long time, communities sometimes engage in protests as they say that is the only language the government understands (Albert, 2011). By engaging in such protests, they are actually sending their message to government regarding their dissatisfaction with the way things are done, or not done. Therefore, it is important to investigate the effectiveness of municipal communication in order to enhance service delivery and also prevent protests by dissatisfied communities.

RESEARCH QUESTIONS

Having identified the problem above, the study endeavours to answer the following research questions:

- a) How effective are existing communication policies in effecting service delivery in NMMDM?
- b) What are the current platforms used by NMMDM in communication?
- c) What are the barriers that affect communication in NMMDM?
- d) In what way(s) can the communication services in NMMDM be improved in order to enhance effective service delivery?

This study also aimed at evaluating the effectiveness of communications sections in disseminating important information or messages to important stakeholders such as communities to inform them about challenges and successes in relation to service delivery.

The specific objectives of the study are to:

- a) Examine the effectiveness of existing communication policies in effecting service delivery in NMMDM
- b) Investigate the current platforms used by NMMDM in communication
- c) Identify the barriers that affect communication in NMMDM
- d) Investigate various way(s) communication services in NMMDM can be improved in order to enhance effective service delivery

1.5. RATIONALE FOR THE STUDY

This study focuses on the role of the communication department and its impact on service delivery around communities in Ngaka Modiri Molema District Municipality. Most municipalities in the country have experienced service delivery challenges and Ngaka Modiri Molema is no exception. Communication, it is said, is an important tool for service delivery.

It is the responsibility of both district and local municipalities to ensure the delivery of basic services to communities and to ensure that their communication machinery is fully capacitated and staffed to discharge this important task. However, most municipalities in the country have a challenge of revenue collection and as a result this impacts on their capacity to deliver the services most sought.

NMMD has predominantly rural communities with most families living below the poverty line. They are dependent on government social security grants due to the high unemployment rate and resultant poverty. Due to a high illiteracy level, some do not receive information from the municipality in a language they understand, and hence there is a communication breakdown between the municipality and its communities. Strengthening government communication capacity is essentially about building up the capacity of agencies, officials, and bureaucrats to engage in two-way dialogue with their citizens—whatever the level of government or the sector (Communication GAP, 2011)

The study is aimed to add on to the existing body of knowledge of communication in organisations. Empirically it will assist municipalities to value the role of communication in an effort to advance service delivery.

1.6. DELIMITATIONS (SCOPE)

The study was conducted in the Ngaka Modiri District Municipality only. Only residents of the five local municipalities of the case study will form the sample of the research. This means that the research outcome will only be applicable to the municipality under study and cannot be generalised to all municipalities in the province or across the country. The study ensured that ethical considerations were applied to the letter and would not use any person who does not agree with ethical requirements.

1.7 ASSUMPTION

The assumption underlying the study is that effective communication can be the panacea for service delivery challenges. If discharged well, it can instil hope, build trust and build much-needed cordial business relationship between the municipality and the communities that receive basic services. However, this is something that needs to be tested to be proven.

Research studies always require a critical review of relevant published material. This study also reviewed the relevant existing and published body of literature on the subject matter; the references to be used should be current and not older than ten years. Literature review helps to understand the studies that have been undertaken about the topic being investigating.

A comprehensive literature review is important because it helps in understanding the subject in totality and what viewpoints have been advanced by past authors. The study is important as it shows the amount of research that has been undertaken to understand the subject matter in detail. Various sources of information (literature) such as internet, journals, text books, policy documents, magazines, speeches and media reports were consulted to get as much information on the topic as possible so as to have a balanced review.

1.8. THEORETICAL FRAMEWORK

It is necessary to state the theoretical framework for a research study in order for the researcher to review various theories that underpin a study. Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions (Swanson, 2013). Unegbu (2014) explains that, in the case of communication management, a theory is useful in explaining, evaluating and predicting the phenomena associated with a given field of thought. A theoretical framework, therefore, does not only describe the structure that can hold or support the theory of a research study, but also introduces and describes the theory that explains why the research problems under study exist. Therefore, for the readers as well as the researcher to get in-depth understanding about the topic, the researcher made use of the system perspective theory.

According to Newson (2016), a system in an organisation is made up of components that interact in a way distinct from their interaction with other entities and which endures over some period of time. Taking this statement into consideration, due to its composition and interaction of various departments, a municipality should be viewed as a system. Denscombe (2003) explains that no organisation can function properly or reach organisational goals without a good system of communication. The two authors also assert that at the most basic level, a system can be seen as an assembly of components which, in an organisational context, are the members of the organisation in the different departments. In addition, Midgley (2013) identifies some common elements that can be found in an organisation that operate with a system perspective theory; these include: input, throughput, output, feedback, control, environment and goal. The system theory was used for this study because it consists of attributes – the qualities or properties of the system and its objects. It is involved in internal relationships among its objects. It creates an open system whereby the organisations and communities are able to receive information, which they use to interact dynamically with the environment. Its use therefore enabled the researcher to understand how effective communication in various sections in the municipalities work in terms of capacitating service delivery.

1.9 RESEARCH APPROACH

This study employed a quantitative research approach, which uses questionnaires to ensure credibility, reliability and validity of the study. Schindler (2006) states that quantitative research design tends to observe and measure a phenomenon. According to Denscombe (2003), the objective nature of the quantitative research approach and its generation of numerical data have made it gain more attention over the past decades. Quantitative research approach was deemed best for this research because it enables the researcher to assess the impact a communication department can make in creating a participatory government characterised by accessing information through gathering of data from a large number of people, generating statistical data and also enables generalization of the research findings.



1.10. RESEARCH DESIGN

For this study, the researcher utilised an experimental research design. According to Maree (2010) experimental research design is used to describe or explain the variation of information under conditions that exist in a phenomenon. The experimental design may also identify control variables that must be held constant to prevent external factors from affecting the results. Experimental design involves not only the selection of suitable independent, dependent, and control variables, but planning the delivery and presentation of the experiment under statistically optimal conditions given the constraints of available resources. This design is relevant for this study because it enabled the researcher to perform an experimental investigation on the impact of communication in the municipal service delivery. Please refer to Chapter 3 for more details on the experimental design chosen for the study.

1.10 RESEARCH METHODOLOGY

1.10.1. Population of the study

A population is a “collection of objects, events or individuals having some common characteristic that the researcher is interested in studying” or “the aggregate of all cases that conform to some designated set of specifications” (Mouton, 2002). The target population is described as the population to which the researcher wants to generalise (Babbie & Mouton, 2002). Best and Kahn (2003) suggest that the population of a study is any group of individuals who have one or more characteristics in common that are of interest to the researcher. Those who have one or more similar characteristics that are of interest not only to the researcher but to the entire study are the municipalities in NMMD. As such, the population of this study are the five municipalities in NMMD, which are Mafikeng, Ratlou, Ramotshere Moiloa, Ditsobotla and Tswaing.

There are various department in these municipalities. These include the community service delivery department, fire and emergency services department and the finance department. For the purpose of this

study, only the staff members in the community service delivery department will be utilised in each municipality. The community service delivery department was utilised for this study because it plays the major role in terms of communication among staff and the community at large.

1.10.2. Sampling

Sampling is the process of selecting units from a target population that allows for later generalization of results (Babbie, 2007). As indicated in the population size, the sample for this study are all staff members in the community service delivery department in the 5 district municipalities in NMMD. There are 126 staff members in the community service delivery department in NMMDM (NMMDM, 2009). Hence, a total number of $n= 126$ staff members were used for the study. The researcher utilised a census sampling technique for the study. This sampling technique was utilised because the entire population for the study is sufficiently small, and the researcher can include the entire population in the study in order to gather data on every member of the population. Obtaining data from the entire population of the municipality as well as analysis and interpretation of vast amounts of data would have been impossible to accomplish within the time constraints, and the limited financial resources at the disposal of the researcher, therefore this informed the sample size.

In addition to the sample from the municipalities, the researcher randomly selected 50 community members in the NMMDM who were used for the study. The simple random sampling is the basic sampling technique where the researcher selects a group of subjects (a sample) for study from a larger group (a population). This means that each community member was chosen by chance and every community member had an equal chance of being selected.

1.10.3. Data collection techniques

The data for the study will be obtained from both primary and secondary sources and the study will make use of quantitative research methods. The researcher will self-administer the questionnaire to a sample drawn from the population. Secondary data is data which the researcher did not collect for himself directly from the respondents or subjects (Greener, 2008).

1.10.4. Data analysis

Once data has been collected, the next step is to analyse it in order to arrive at a certain conclusion. The collected data from this study will be first analysed using a computer programme called Statistical Package for Social Science (SPSS) for Windows and thereafter presented in a descriptive statistical data analysis format. This will be done with the aid of charts and tables in order to present a clearer view of the respondents' responses.

1.11. ETHICAL CONSIDERATIONS

Newsome (2016) explains research ethics as considerations of what is right or wrong in the conduct of research. According to Bailey (1994), to be ethical is to conform to accepted professional practices. It is of utmost importance to treat respondents in an ethical and respectful manner. The respondents were informed about the intention of the study, that it is an academic research project. An attempt was made to ensure that the respondents of the study were individuals above the age of 18 years. An assurance was also made that information obtained from them will be treated with strict confidentiality and will be used for the purpose of the study and will not be made available to third party. This will allow the respondents to answer questions honestly, openly and not withholding any information which could be important for the study. The study will also be done in line with the North West University Guidelines on Research Ethics.

1.12. DEFINITION OF CONCEPTS

Basic municipal services: municipal services that are necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment (Municipal Systems Act, 2000).

District Municipality means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is described in section 155 (1) of the Constitution as a category C municipality.

Communication: is the process of creating meaning between two or more people through the expression and interpretation of messages.

Municipality: when referred to as an entity, means a municipality as described in Section 2 of the Municipal Systems Act: as a geographic area means a municipal area determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998).

1.13. CHAPTER DIVISION

The study is presented in five chapters.

The first chapter of this research outlines the basic background and principles under which the research will be conducted.

Chapter two examines the theoretical foundations of related research. It will also provide an overview on effective communication in an organisation, the effect and impact in the organisation.

Chapter three explores the quantitative elements of the research methodology. The methodologies and techniques used in the collection and analyses of data are also discussed in this chapter.

Chapter four presents the results and findings of the research. The research questions are discussed in detail, and the reliability and validity of the research are also explored.

Chapter five combines all the previous work into a conclusion of the results with recommendations for future research. This dissertation aims to present an account of how effective municipal communication can be capacitated in the Area Office, under the Ngaka Modiri Molema District.

1.14. CONCLUSION

In this Chapter, an introduction and background of the study was made. The relevant research questions and objectives were also highlighted. The next Chapter will review relevant literature that will aid in the development of Chapter two.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

In this Chapter, relevant literature in relation to the study will be reviewed. Literature review is important in a study because it helps in understanding the subject in totality and what viewpoints have been advanced by past authors. It is also important as it shows the amount of research that has been undertaken to understand the subject matter in detail. This chapter outlines the importance of creating or developing capacity building programmes for employees at the municipality. This chapter will also give an overview and a theoretical exposition on the effectiveness of communication strategies in organisations, the importance of communication and capacity building, the significance of government being able to offer excellent service delivery to communities in the province and the challenges faced by organisations to deliver effective communication.

2.2. THEORETICAL FRAMEWORK

Theoretical framework does not only describe the structure that can hold or support a theory of a research study, but also introduces and describes the theory that explains why the research problems under study exist. Therefore, for the readers as well as the researcher to get in-depth understanding about the topic, the researcher made use of the “System Theory” and the “Principal Agent Theory”.

According to McWilliams (2005), a system in an organisation is made up of components that interact in a way distinct from their interaction with other entities, and which endures over some period of time. Taking this statement into consideration, due to its composition and interaction of various departments, a municipality should be viewed as a system. Napoli (2007) elucidates that no organisation can function properly or reach organizational goals without a good system of communication. The two authors also assert that at the most basic level a system can be seen as an assembly of components which, in an organizational context, are the members of the organization in the different departments.

Newson (2016) also indicates that organizations are social systems that operate within a broader system from which they receive energy and other resources. Mulder and Niemann-Struweg (2015) indicate that the general systems theory perspective on organisations also represents the organisation as a complex set of interdependent parts that interact to adapt to a constantly changing environment in order to achieve the organization’s goal. Midgley (2003) identifies some common elements that can be found in an organisation that operate with a Systems Theory; these include:

- Input – Any type of input in the form of facts or even the manual effort, which are processed by way of the machine to get the preferred output in an organisation.
- Throughput -- The input will be processed to get an output. This technique which the device employs to get a favoured output can be termed throughput.
- Output – It is the end product of the processing through the system.
- Feedback Loop – It is an evaluation of the manufacturing technique or how successful the process has been and how efficiently the manner could be modified with different suggestions.
- Control – It is the process employed to measure the effectiveness of the approaches from input to output.
- Environment – The scenario in which the whole procedure takes place.
- Goal – The purpose is focused initially to get the preferred output.

A systems theory consists of attributes – the qualities or properties of the system and its objects. It is involved in internal relationships among its objects. It create an open system whereby the organisations and communities are able to receive information, which it uses to interact dynamically with its environment. Littlejohn (2001) affirms that systems theory in an organisation helps to achieve goals with the use of different networks such as line, collective, hierarchy and dictator networks. Communication in this perspective can be seen as an integrated process.

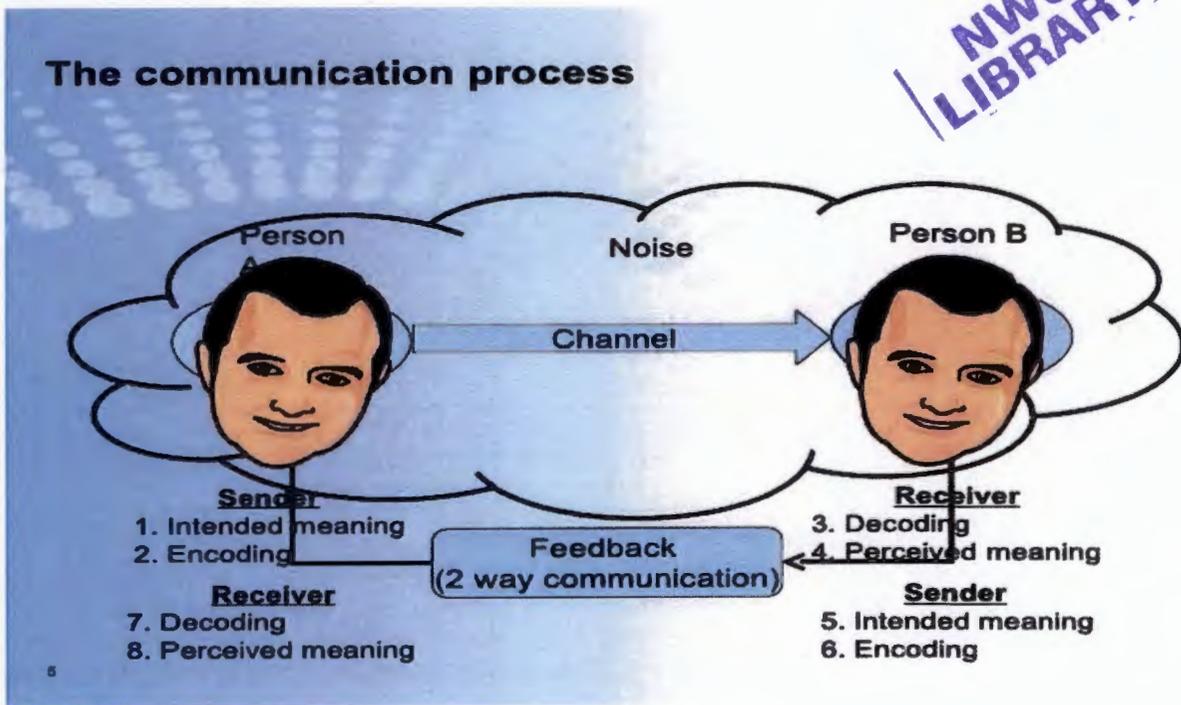
The Systems Theory was used in this study because it seeks to understand the interconnectedness of human communication in the various departments in the municipality rather than looking at just one part. The basic idea behind Systems Theory is, *“The whole is greater than the sum of its parts.”* An easy example of this is baking a cake. If you were to lay out all of the ingredients of a cake, you would not have a cake. Instead, you would have the ingredients of a cake. But, when you combine those ingredients in a particular way, you produce a cake. Therefore using the Systems Theory will enable the researcher to understand a wide variety of physical, biological, social and behavioural processes in the municipalities. In addition to the Systems Theory, the Principal Agent Theory will also be utilized in this study. Gailmard (2012) indicates that in Principal Agent Theory, some group of agents undertake an action on behalf of a principal. Napoli (2007) posits that the principal or management in an organisation can make decisions that affect the incentives of the agents. This includes decisions that are not properly communicated to the agent and vice versa. The use of this theory will enable the researcher to understand the behaviour of the principals and agents in the profit-seeking environment and also evaluating their communication channels in the organisation.

2.3. AN OVERVIEW OF COMMUNICATION IN AN ORGANISATION

Before reviewing the body of literature on the topic, it is of utmost importance to define the concept of effective communication. Communication experts could not agree on one single definition of communication to cover every situation. Definitions differ according to the theorists' view about communication (Steinberg, 2007).

Communication can be said to be the process of creating meaning between two or more people through the expression and interpretation of messages. It can also be defined as a two-way process whereby information (messages) is sent from one person or entity (sender) through a channel (medium) to another (receiver) who in turn reacts by providing feedback. Communication is also defined as a process of transferring information from one source to another. Figure 2.1 provides a brief demonstration of the communication process.

Figure 2.1 Communication process



Adapted from Steinberg, 2007

In addition to Systems Theory discussed above, the figure above shows the communication process that operates in a system within an organisation. Humans are social beings who constantly interact with one another. Communication is a complex process that needs to be understood if meaning is to be successfully shared. Communication is one of the most important skills in life. It can also be defined as the sending and receiving of communication by the sender to the receiver through a channel, who in turn provides feedback. A typical communication model has five elements, namely the sender or source who initiates the communication by thinking of an idea to communicate to the receiver, message, which is the content or subject matter the sender wants to convey, and the channel is the medium through which the message travels,

receiver is the recipient of the message and feedback is the receiver's response to the message process which was provided.

The sender is the originator of the message in the communication process. Encoding is the conversion of the sender's ideas and thoughts into a message, usually in the form of words or signs (Lamb et al., 2010).

Feedback is the receiver's response to the message communicated by the sender. Feedback makes communication method interactive whenever the receiver becomes the sender and therefore the original sender becomes the receiver. Feedback is thus vital to confirm correct and effective communication. Feedback is the sole effective manner to measure correct communication. This then makes communication a circular associated dynamic method similar to the systems approach to an organisation. Once two people communicate, there is continuous and active flow of knowledge. There are not any fixed roles for speaking and listening. The effectiveness of the communication is set by whether or not the message communicated is understood by the receiver as having the identical content that the sender supposed.

In addition, Fielding (2001) defines communications as a transaction whereby participants together create meaning through the exchange of words. He sees communication as a transaction process of exchanging messages and negotiating meaning to establish and maintain relationship.

Effective communication is important for the survival of an organisation, without which no organisation can exist. Fielding (2001) concurs when he states that "all organisations regard effective communications as essential for survival. It enables organisations to co-ordinate their activities." This point is further supported by a study by Johansson (2007), which indicated that organisations with proper communication structures often achieve positive outcomes.

This view is further made by Brown et al. (2008), who assert that communication lies at the heart of any business and in fact plays an integral part of any business. Without communication a business would not exist (Fielding, 2001). Communication is a unique and important feature for all organisations (Berger, 2008; Greenberg and Baron, 2010; Nazer et al., 2011). This is further stressed by Brown et al. (2011) when they state that in today's business environment, effective communication becomes a fundamental requirement. Organisations have to communicate with customers, suppliers and the general public and thus communication skills are critical for success. Communication is central and not a peripheral component to organisational effectiveness. Communication within the company has to be as effective as possible. The ability to communicate effectively and with influence will determine success in the transmitting of messages (Palazzolo, 2008).

However Tubbs and Moss (2006) state that "Communication is effective when the stimulus as initiated and intended by the source or the initiator, corresponds closely to the stimulus as it is perceived and responded to by the receiver." Effective communication occurs only if the sender and receiver of messages understand each other well. This means that there is clear understanding of the both intended and interpreted messages.

Communication effectiveness occurs when there is more overlap between the meaning of the sender and the meaning of the receiver. Ineffective communication happens when the meaning is not properly construed. Effective communication is 20% what you know, and 80% how you feel about what you know (Citizen, 18 February 2016)

Venter (2003:369) states that communication comprises verbal (both written and oral) and non-verbal communication (kinesic behaviour, proxemics, para-language and object language). Communication can also take place through both verbal and non-verbal means. Verbal communication includes both spoken and written word whereas non-verbal involves using means other than words to communicate e.g., gestures, facial expressions, sign language or objects to transmit a message. It is used unconsciously and involuntarily by the speaker most of the time. Communication is not only expressed through words.

Even when people are silent, they are communicating something, hence the saying that, whatever you do, you cannot not communicate. According to research conducted, 80% of communication at work is non-verbal (Erasmus-Kritzinger, 2001). Verbal and non-verbal communication are inextricably linked and most often complement each other.

Having realised the importance of the role of communication and its function in government, a Task Group of communication specialists was appointed to assess the state of communication in the three spheres of government. The mandate required the Task Group on Government Communications to examine government communications at the local, provincial, national and international level, and to make recommendations on new policies, structures and budgets.

“The government communication and information system needs to be better co-ordinated and more focussed in its messages. It should strengthen the capability of government to communicate its policies to the people, and be streamlined, credible, cost-effective and highly professional. To do this it will need to engage better with civil society, creating a dialogue between government and the public.” Communication 2000: A vision for government communication in South Africa (GCIS, 2008)

Information exchange is considered to be the most basic function of communication (Altunöz, 2008). The following are three major functions of effective communication:

- Ensuring that products and services are of the best
- Helping staff generate new ideas and adapt to change
- Ensuring that staff work well together, understand the organisation’s objectives and work to achieve those objectives (Fielding, 2006).

It is the responsibility of government communicators and their departments to continue meeting the obligation of government to provide information to the people. Government communication does not take place in a vacuum and therefore it is important for communicators to understand their target audience as well as what they want to communicate. They also need to take into account the issues of language and literacy

levels of the recipients of government messages. Steinberg (2000) defines language as a unified system of signs and the grammatical rules that permit a sharing of meaning. Language is our primary means of exchanging messages. Language allows us to describe and evaluate objects, emotions, and ideas we experience (Heath and Bryant, 2000).

Horak (2006:5) states that neighbourhood authorities are the link between communities and broader government structures. The cabinet's decision in October 2000 to introduce public participation (Izimbizo) as a method of interactive governance and unmediated communication has enabled government to better understand people's desires and how these desires can best be met (Government Communicators' Handbook, 2008). Most of the protests in communication took place between 2007 and 2009 and have been blamed in part on poor communication. Mpumalanga Premier David Mabuza also blamed service delivery protests that broke out in five municipalities on a lack of significant public participation and communication matters that have an effect on the communities.

"Achieving high quality conversation is now not always easy, but the effects are well worth it". It produces increased effectiveness and efficiency, higher morale and alternate ideas and opinions, and a greater harmonious work environment (McWilliams, 2005). Although difficult, achieving good communication can lead an employer to becoming more productive, efficient, have higher morale and a more harmonious work surroundings (McWilliam, 2005). Effective conversation between the stakeholders in the course of carrier encounters helps to remedy a number of attainable issues inherent in the change of records and expertise (McWilliams, 2005). Therefore, it is necessary for enterprises to have an effective verbal exchange device in order to allow correct service delivery.

2.4. TYPES OF COMMUNICATION

2.4.1. External communication

Organisations perform amid the context of external surroundings and they need to be in constant liaison with their varied external clients through what is known as external communication. By definition, external communication refers to transmission of data between a business and another person or entity within the company's external surroundings (Fielding, 2001). This implies that this type of communication is aimed outward and primarily seeks to keep up relationships with external stakeholders.

The external surroundings consist of consumers, suppliers, the overall public, government departments and therefore the country as a whole (Fielding, 2001). It is necessary for making the whole image and identity. Saunders (1999) says external communication activities considerably contribute to a company's earnings. This kind of communication will happen through the employment of mass communication media like newspapers and radio. Mass communication attracts large audiences, frequent repetition of messages and fast distribution of messages.

2.4.2. Internal communication

Internal verbal exchange has no longer been given continual equal popularity with external communication. Steyn (2000) concurs, “At one time, inner communication was once considered a backwater in the communication world” However, having realised the significance and strategic value add of internal communication, most agencies have improved it to its rightful position. Previous studies (e.g., Barrett, 2002; Hargie and Tourish, 2009; Vercic et al., 2012) have diagnosed internal conversation as a strategic and crucial variable in achieving organisational success.

There is growing recognition among managers that, in order to gain managerial objectives, employees in all areas of the organization should be informed about key problems so as to be capable to make contributions to the success of the agency (Tourish and Hargie, 1996)

A key part of government’s conversation approach is the awareness that conversation is central to all the service delivery efforts of government.

In 2006, Cabinet took a decision that inner communication in government needs to be bolstered to ensure that public service officers are kept abreast of what government is doing to supply offerings to the broader public (GCIS Government Communicators handbook, 2008).

Though authorities have made great strides in speaking with the public, in particular around its Programme of Action (PoA), it is clear that there is a need to complement public verbal exchange with improved internal communication to inform and mobilise public servants in all spheres to play their part in implementation (GCIS Government Communicators Handbook, 2008).

One of the key engines of any organisation, though at times ignored, is internal communication. It can be referred to as the glue that binds administration and employees together. Internal conversation is indispensable to the success of the company (Borcaa and Baesu, 2014; Vercic et al., 2012; Welch, 2012; Goodman, 2006; Hume and Leonard, 2013) and firms that communicate well internally can have competitive advantage. Many organizations now recognize and maintain that communicating with personnel is a crucial success factor (Borcaa and Baesu, 2014). Internal communication performs an enormous role in enhancing inside integration and exterior integration with clients and suppliers. McWilliams (2005) has researched how inner conversation makes companies more effective.

Internal conversation has a plethora of definitions. Amongst others, internal conversation can be described as the exchange of information and thoughts amongst employees or contributors of an employer (social actors) to build trusting and open relationships and to create perception (Bovee and Thill, 2000; Vercic et al., 2012). Basically inner verbal exchange includes exchange of statistics amongst personnel or participants of an enterprise to create understanding. It can take many varieties such as face-to-face, formal meetings, e-mails, smartphone calls, memorandums, notices, bulletins and the intranet, to mention just a few. Internal

communication, also regarded as employee verbal exchange, has been divided into upward (bottom up), downward (top down) and lateral verbal exchange based on the flow of information inside an organisation.

Downward communication is usually authoritarian. It is the flow of conversation from managers in higher positions to those at lower levels inside the organisational hierarchy (Adler and Elmhorst, 1996). Managers use it to assign goals, provide job instructions, give an explanation for insurance policies and procedures, factor out troubles that need interest and provide feedback.

Upward verbal exchange flows from subordinates to superiors (Adler and Elmhorst, 1996). These types of verbal exchanges convey messages such as what subordinates are doing, unsolved work issues and guidelines for improvements (Steingrimsdottir, 2011).

Lateral verbal exchange is made up of messages between personnel of the organisation with equal power (Adler and Elmhorst, 1996). The reason for this communication is to co-ordinate people and departments so that the common dreams of the firms are achieved. A necessary element of this verbal exchange is the co-ordination or integration of departments in a corporation to gain strategic targets (McWilliams, 2005)

Human beings are gregarious and as such they are also likely to communicate informally amongst themselves through what is called the grapevine. The grapevine fills an information void left by the formal communication.

It has three major functions

- It serves as barometer regarding the organisation
- It serves as an important message source
- It helps members of an organisation to make sense of what is going on

This informal communication network is an important part of any group or organisation communication network.

Various communication channels are utilized by organisations to communicate with employees. They range from traditional print publications (e.g., newsletter, magazines, memos), phone calls, voicemails, and face-to-face communication, to Web 2.0 tools, such as intranet, blogs, instant messaging, and internal social networking sites (Napoli, 2007)

Irrespective of the various definitions of internal communication, it remains a significant element of organisational communication (Venter, 2003). Although at times it is not taken seriously or is underestimated, internal communication can be a key instrument for organisational success, performance, stability and cohesion. As such, municipal workers should ensure that effective communication that would enhance proper service delivery is carried out in the municipalities.

2.5. STAKEHOLDERS AND STRATEGIC COMMUNICATION

Many organisations fail to attain their objectives and goals mainly due to failure to communicate strategically with their various publics. Municipalities also fail to achieve their mandate to deliver quality basic services to communities because they do not practise strategic communication when they communicate with stakeholders. The point is further supported by Mulder (2015) by saying that very few management teams have a thorough understanding of the complexity of strategic communication within the business environment. Mulder (2015) states that management (or leadership) and communication go hand-in-hand. Steyn (2000) asserts that communication is increasingly gaining the status of an independent management function, as senior communication practitioners are no longer merely seen as “information conduits”, but rather as fully-fledged strategic advisors to top management.

Communication is significant for the effective functioning of an organization. Mulder (2015) is of the view that no organization can function effectively without communication to support, or often drive, the effort. Communication is very important for stakeholder management. Stakeholders are defined by Freeman (2008) as all of those groups and individuals that can affect, or are affected by, the accomplishment of organisational purpose. According to Steyn & Puth (2000), to add value to the organization, communications with stakeholders should be managed strategically by means of well-thought-through strategies and systems. Stakeholders are regarded as an array of forces (economic, political, or social) that have an impact on an organization’s actions, behaviours and policies, including interest groups, parties, actors, claimants and institutions (Steyn, 2000). This is in agreement with Erasmus (2011), who says stakeholder relationships in turn create sustainability and high performing organisations - financially, socially and environmentally. It is therefore important for the municipalities to identify, categorise prioritise and communicate with stakeholders effectively in order to have effective and efficient service delivery.

2.6. CAPACITY BUILDING PROGRAMME FOR EFFECTIVE COMMUNICATION

The term “capacity building” is employed in many various ways. To be understood in its widest meaning it is outlined as “the provision of basic equipment; training; and institutional development” (GCIS, 2007). Evans et al. (2009) define capacity building as a method that strengthens the flexibility of native communities and organisations to create their structures, systems, individuals and skills so as to undertake and develop initiatives that may contribute to property development.

Steyn (2000) defines capability building as a method whereby people and groups develop and/or improve their skills to consolidate systems, resources and data as mirrored in their skills, individually and jointly to perform functions, solve issues and set and achieve objectives. The National Capability Building Framework for Regime (DCoG, 2008) defines capability as “the potential for a thing to happen”. What is more, the framework distinguishes 3 varieties of capacity: individual, institutional and environmental. The aim of capacity-building at intervals of Local Development Programmes (LDPs) is to enhance the

performance of local organisations by addressing human resources, material, institutional and alternative constraints (UNCDF, 2005). In line with the Communication for Governance and Responsible Programme (CommGAP: World Bank), improved capability permits a government to better judge its citizens' desires and preferences and to foster an additional thoughtful public area for multi-stakeholder participation and awareness to policy dialogue that causes increased public ownership of and support for policies and their implementation. This may additionally lead to additional legitimate public authority and, under certain conditions, improved governance outcomes.

According to the Government Communicators Reference Work (2007), building capability, both human and capital, within the government sphere, is key to making sure that government's central message, as printed within the national GCS, is communicated in an integrated, consistent and co-ordinated manner.

Municipalities across the country make use of the services of consultants to perform duties that ought to preferably be done by employees, a trend that is typically ascribed to skills deficit among employees. The consultants, though they are available at a great price, are typically needed to confirm the transfer of skills to employees in order that once they leave, employees would be capacitated to perform their functions optimally. However, not all municipal performance failures are due to a 'lack of capacity'. There is a trend to attribute all performance challenges to a 'lack of capacity'; that is wrong, and results in a scenario where direction, self-interest, lack of ability and corruption are levelled through claims of a 'lack of capacity' (National Treasury, 2009). So capability building in government has to be prioritised.

The National Capability Building Framework for Regime (DCoG, 2008) distinguishes 3 varieties of capacity: individual, institutional and environmental.

2.6.1 Individual Capacity

Individual capacity is the "potential and competency that can be found in an individual. These can be as a result of the individual skills and knowledge obtained through any education that would help to improve an organisation." (DCoG, 2011). It is built through training, mentoring and establishing networks (Financial and Fiscal Commission). An individual with such capacity is expected to communicate with the members in the organisation so as to impart these skills for the success of the organisation.

2.6.2. Institutional Capacity

Institutional capacity can be defined as "the potential or competency, or lack thereof, found within organisations. It includes human resource (collective individual capacities), strategic leadership, organisational purpose, orientation, institutional memory, internal confidence, partnerships, inter-governmental relations, powers and functions, resources and support systems, infrastructure and financial abilities, structures, processes, culture and by-laws" (DCoG, 2011). Organisations with these potential capacities are expected to utilise them for the effective functioning of the organisation. This can be done through communication with relevant parties involved within the organisation.

2.6.3. Environmental Capacity

Environmental capacity is found outside municipalities' formal structures, in areas that are beyond the control of the municipality. Environmental capacity can be enhanced by interventions that might improve the intergovernmental fiscal system and operating environment of a municipality, and changing national policies and legislation that affect the municipality (DCoG, 2009).

The issue of capacity building is further entrenched in Section 154 of the Constitution, which stipulates that the national and provincial government, by legislative and other measures, must support and strengthen the capacities of municipalities to manage their own affairs, to exercise their powers and to perform their functions. In the Local Government Report (2009), in its submission to the Policy Review Process on Provincial and Local Government, SALGA identified a number of challenges with skills development and capacity building on a municipal level, including:

- Under-investment in people, particularly where technical, management and leadership skills are required;
- Assumptions that there are short cuts to acquire specialist skills except through required education and work experience;
- More creative responses are required to address scarce skills, such as partnering with civil society, private sector and shared services options.
- High turnover of staff due to changes in leadership, especially after elections;
- Not enough attention paid to skills required by politicians in terms of governance and associated accredited programmes to build such skills;
- Political influence in the appointment process results in politically acceptable appointments at the expense of technical competence; and
- A poor municipal work environment is not conducive to attracting and retaining talented professionals. This is due to unclear job descriptions, limited incentives, limited career paths and little scope for or encouragement of initiative.

Therefore, the capacity to communicate effectively with constituents is a fundamental function of an organisation. The success and sustainability of efforts to strengthen public sector systems and processes depend, in large part, on legitimate public authority (Centre for the Future State, 2010). Organisational communication on capacity building is not just about efficient and effective information dissemination as well as the transferability of knowledge to employees and the community at large. It should involve the ability of the organisation to "push out" information where necessary. It should also involve the willingness

and ability to speak to and listen to employees and societies and to incorporate their needs and preferences into the policy process, and engage local patterns of influence and trusted sources of information.

According to Aday et al. (2008), effective municipalities in different provinces have built up capacities in the various communication mechanisms. Their managers have deployed a combination of appropriate technologies and impressive skills in supporting their own public service delivery systems. They have invested in the human resources and infrastructure necessary to consult, inform, and persuade citizens—processes that, in turn, enable constituents to engage in meaningful and informed participation whenever they choose to do so. In short, these governments are able to engage in effective two-way communication with various constituencies, which in turns creates an effective service delivery in the municipalities.

2.7. GOVERNMENT-WIDE COMMUNICATION SYSTEM

In 2007/08 the Government Communication and Information Systems (GCIS) initiated the government-wide communication system review as part of a 10-year evaluation of the system. The objective was to better understand communication challenges that still persist, and make recommendations on how best to address these challenges (GCIS: Government Communicators Handbook, 2017).

Among the key issues identified in the report were:

- The need for comprehensive government communication policy guidelines which should improve all stakeholders' relations in the organisation.
- Necessary regulations enforcing policy decisions should be crafted for areas relating to the guidelines for advertising a job vacancy, any community engagement and other media engagement.

The review made on the policy also identified existing challenges that limit the effectiveness of government communication, which amongst others include the view that communication is often seen as peripheral to departments. Capacity, budgets and skills in the communication components of most government departments are unevenly applied (GCIS: Government Communicators Handbook, 2017).

2.8. OVERVIEW OF PUBLIC SERVICE DELIVERY

Post-apartheid South Africa faces a major challenge in ensuring that municipalities provide optimal and professional services to citizens of heterogeneous cultures (Pretorius and Schurink, 2007). Municipalities are established mainly to ensure service delivery to communities under their jurisdiction. Being at the coalface of service delivery, municipalities are better placed to provide much-needed services to communities.

However, the opposite is true. The State of Local Government report and the Local Government Turnaround strategy (2009) found that most municipalities countrywide are struggling to deliver on their mandate, hence the widespread community protests.

The Municipal Systems Act, 2000, refers to municipal service delivery as delivery that a municipality provides in terms of its powers and functions, or may additionally provide to or for the gain of the nearby neighbourhood irrespective of whether such a service is provided, or is to be furnished via an internal or by using an exterior mechanism or fees or tariffs that are levied in appreciation of such a delivery or not.

The White Paper on Transforming Public Service Delivery (1997) additionally described service delivery as: the ability of any public institution to supply offerings to the communities in an environmentally friendly and high quality manner. Improving the delivery of public services, redressing the imbalances of the past and, while keeping continuity of service to all ranges of society, focusing on meeting the wishes of the 40% of South Africans who are 'living below the poverty line and those, such as the disabled, and Black females dwelling in rural areas, who have been until now disadvantaged in terms of service delivery.' Batho Pele White Paper (Sec. 1.1) has the same opinion, that South African public offerings will be judged through their effectiveness in handing over services that meet the simple needs of all South Africa citizens. This means that offerings ought not now to be delivered haphazardly, but need to be delivered in such a way that they responds to basic neighbourhood needs in line with the Integrated Development Plan (IDP). Thus one of the most vital indicators in assessing the transformation of local government is the experiences and perceptions people have of service delivery in their everyday lives, especially whether or not they perceive an improvement in the services delivered to them. The implication of this is for local government to seriously change words into deeds, and thus to prioritize and fulfil the wishes of the communities they service (Pretorius and Schurink, 2007). Therefore, the public service delivery of an enterprise needs to be superb in such a way that all applicable people involved are made conscious of the information which the organisation intends to deliver.

2.9. THE IMPORTANCE OF LOCAL GOVERNMENT COMMUNICATION

According to McWilliams (2005), an elementary need of presidential communication is to succeed within the minority of the population, particularly the deprived. But one will argue contrary to the statement, considering that the majority South African population is the black community, and so government has to attempt as much as possible to succeed in this section of the population. Communication by government must not happen haphazardly however; it ought to be planned and well-co-ordinated in the simplest way to attain a particular purpose; communication in government is pursued to fulfil the mandate and duty to tell the general public (GCIS reference work, 2014).

According to GCIS reference work (2014), in order to create effective communication in the municipalities, the government of the Republic of South Africa introduced an idea called Development Communication. The first job of presidential promotional material practitioners is to identify different roles and responsibilities

appointed to specific government practitioners, several of greatest importance and scope, making certain the constant flow of information to persons outside and within government is generally speaking, the highest priority (Cutlip, 2004). Government communications produce community participation; development communication is regarding as planning with communities and distinguishing their information desires. It is additionally regarding operating with communities in dispersing information, and attracting governing bodies to elucidate how programmes work and the way they will be accessed.

2.10. LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS) ON SERVICE DELIVERY

2.10.1. The White Paper on service delivery

The White Paper on Local Government (1998) states that local government is the sphere of government that interacts closest with communities, is responsible for the services and infrastructure so essential to people's well-being, and is tasked with ensuring growth and development of communities in a manner that enhances community participation and accountability. South African municipalities or local government have experienced enormous challenges to meet developmental goals and deliver quality services, which led to communities getting frustrated with lack of services, perceived or real, and venting their anger through community protests. The State of Local Government Report (2009) found that while local government had contributed to democratisation, the system as a whole was showing signs of distress. Indicators of this distress included "huge service delivery backlogs, a breakdown in council communication with and accountability to citizens, political interference in administration, corruption, fraud, bad management, increasing violent service delivery protests, factionalism in parties, and depleted municipal capacity."(SALGA: 2000-2015)

By approving the Local Government Turnaround Strategy (LGTAS) in 2009, government wanted to turn around municipalities from struggling with failure to ones that are confident in their abilities to execute their service delivery mandates.

One of the essential ambitions of the turnaround Strategy is to renew the imagination and prescience of developmental local government. Furthermore, the strategy seeks to turnaround the municipalities' performance and to rebuild and enhance the fundamental necessities for a functional, responsive, accountable, effective and environmentally friendly developmental local government (Department of Cooperative Governance and Traditional Affairs) (LGTAS, 2009). To do this, the LGTAS seeks to improve the organisational and political performance of municipalities and increase delivery of services. The purpose is to improve the lives of citizens, and steadily meet their social, financial and material needs, thereby restoring neighbourhood self-assurance and faith in government. The Local Government Turnaround Strategy's (LGTAS) five strategic objectives aim to ensure that local governments play a significant position as envisaged in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Those strategic targets are to:

- Ensure that municipalities meet the simple carrier wishes of communities

- Build clean, effective, efficient, responsive and accountable local authorities.
- Improve performance and professionalism in municipalities
- Improve national and provincial policy, oversight and support
- Strengthen partnerships between local government, communities and civil society

2.10.2. INTEGRATED DEVELOPMENT PLAN (IDP) AS A TOOL OF COMMUNICATION AND SERVICE DELIVERY.

The Integrated Development Plan (IDP) was first introduced in 1996 as a strategic planning framework to push property. It is a method through which municipalities prepare a strategic development plan for a 5-year period. In addition to the report on government 1998, integrated development plan may be a method through which a municipality will establish a development plan for the short-, medium- and long-term. IDPs function as a basis for engagement between government and also the people at the local level, and with varied stakeholders and interest teams. Democratic and responsible government has the means if it is associated with concrete problems, plans and resource allocations (Report on government, 1998).

The Integrated Development Plan (IDP) is an important management tool for government, whereby communities are inspired to participate in a local-level associated plan for service delivery in an integrated manner. In compliance with the Municipal Systems Act (2000) all municipalities within the country need to compile associate Integrated Development Plans (IDP)

The Ngaka Modiri Molema District Municipality approved its 5-year Integrated Development Plan (IDP) in 2012 – 2016 per Resolution No. 18/2012. This was used to guide the activities of the municipality for the 2012/16 term of office and was revealed in line with the Municipal Systems Act (2000), that states that every elective council ought to develop and adopt an Integrated Development Plan at the beginning of its elective term of office (NMMDM, 2016).

Functions of automatic data processing within the municipality are inclusive of:

- Assisting the municipality to effectively use the resources in the most cost effective way.
- Assisting the municipality to expedite service delivery and take services to wherever they are largely required.
- Helping the District to draw in external funding through the provision of clear development plans.
- Assisting the municipality to strengthen democracy, thereby increasing active public participation of all the key role players and therefore choices are created in a very clear and democratic manner.
- Assisting the municipality to increase social policy by integration of rural and urban areas through the extension of services to the poor.

2.10.3. *IMBIZO* as a vehicle of two-way communication

An *imbizo* (plural *Izimbizo*) is a Zulu phrase and in Setswana it is *Pitso* which is a gathering/meeting between a chief and his subjects to discuss challenges or developmental problems in the village. The notion of *Imbizo* used to be a cabinet decision in 2000 to make a style of interactive governance for which verbal exchange and direct interaction of political figures would lead to the stimulation of dialogue between authorities and normal residents of South Africa (Government Communicators Handbook, 2003). As a phase of authorities' communication, *Imbizo* takes place in each local and district municipality due to the fact that municipalities are at the forefront of service delivery. The thought of *Imbizo* is in line with a two-way symmetrical model. Over the previous few years, *Imbizo* has come to be a popular and reliable platform for unmediated verbal exchange between authorities and the public to boost participatory implementation of government programmes to create a better life for all (GCIS handbook, 2008).

- *Imbizo* consequently presents an opportunity for political leaders in all three spheres to intensify interactive conversation around neighbourhood programmes of action to promote effective and rapid implementation of the Accelerated Shared Growth Initiative for South Africa, as well as other authority programmes.
- The thinking of *Imbizo* is in addition supported by means of Cutlip (1994: 463) by declaring that profitable authorities continue responsive, mutual appreciation based totally on two-way communication with citizens.
- Organisations also use this capacity of verbal exchange in order to create a high-quality conversation between management, personnel and communities.

2.11. CONSTITUTIONAL OBLIGATION OF LOCAL GOVERNMENT AND SERVICE DELIVERY

The Constitution of South Africa, 1996, is the supreme law of the land. No alternative law or government action will replace the availability of the Constitution (South Africa Yearbook: 2010/11) The Constitution in schedules four and five mandates government to confirm that the provision of services is increasingly expanded to any or all within the limits of accessible resources and in a proper manner (SALGA: 2000-2015). What is more, the Constitution states that the South African system of government is split into 3 spheres, namely, the national government, provincial government and local government or (municipalities). All 3 spheres of government have a vital role to play in guaranteeing well-functioning municipalities (Back to Basics: Government Summit, 2016). Government is additionally divided into 3 classes of municipality: A (metros), B (local municipalities), and C (district municipalities) (Van der Waldt, 2006).

Local government is viewed as the most acceptable sphere for effecting service delivery. This places a specific burden on municipalities in fulfilling a good variety of communication functions across the spectrum of communication – media liaison, marketing, advertising, direct and intensive immediate communication.

(GCIS Government Communicator's Handbook, 2008). The local sphere of government constitutes an integral part of public administration that should stand out in relevant provision of public services.

The constitutional mandate for government in the main requires that services to local communities ought to be provided in a just and proper manner. The rendering of required public services by a municipality may be a constitutional obligation.

The Department of Cooperative Governance and Affairs (CoGTA) oversees the implementation of, amongst other things, the following relevant government legislations:

- Inter-governmental Relations Framework Act, 2005 (Act 13 of 2005)
- Municipal Property Rates Act, 2004 (Act 1 of 2004)
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Disaster Management Act, 2002 (Act 57 of 2002)
- Municipal Systems Act, 2000 (Act 57 of 2002)
- Municipal Structures Act, 1998 (Act 117 of 1998)
- Local government: Municipal Demarcation Act, 1998 (Act 27 of 1998)
- White paper on Local Government (1998)
- The Promotion of Access to information (Act 2 of 2000)

The Municipal Structures Act, 1998 (Act 117 of 1998)

The objectives of this Act are:

- To produce for the institution of municipalities in accordance with the necessities regarding classes and kinds of municipalities;
- To determine criteria for deciding the class of the municipality to be established within the area;
- To outline the kind of municipalities that will be established at intervals in every category;
- To produce acceptable division of functions and powers between classes of municipalities;
- To control the interior systems, structures and office-bearers of municipalities;
- To produce a suitable electoral system; and

- To produce matters in affiliation thereupon.

Municipal Systems Act, 2000

The Act states that the elemental facet of the new government system is the active engagement of the communities within the affairs of municipality and specifically in designing, service delivery and performance management. Chapter four of the Act on community participation clearly sets out the importance of involving communities in the affairs of the municipality. This might be known as the spirit of “Saamwerk, Saamtrek” whereby community members are completely involved regarding municipal affairs (Municipal Structures Act, 1998 Act 117 of 1998).

Local Government Back to Basics Strategy. Municipalities should develop reasonable and economical communication systems to speak often with communities and publicize imperative data. The essential measures to be monitored include:

- The existence of the desired variety of purposeful Ward committees.
- The amount of effective public participation programmes conducted by Councils.
- The regularity of community satisfaction surveys

Municipal Finance Management Act

The Act that is needed by the Constitution was publicized to modernise budget and money management in municipalities so as to maximise the capability of municipality to deliver services to any or all their residents, customers and users. It conjointly aims to place *in situ* sound money governance framework by separating the roles and responsibility of the municipal manager or committee, non-executive councillors and officers.

The Constitution of South Africa, 1996 (Act 108 of 1996), places distinctive obligations on local government communicators and demand high levels of transparency, responsibility, openness, democracy and direct communication with the individuals in improving their lives (GCIS Government Communicators Handbook).

The constitutional obligation is additional expressed by McWilliams (2005), who states that the adoption of the new Constitution of the Republic of South Africa in 1996 is the series of laws guiding government or municipalities within the country, and has modified the manner in which government or municipalities are needed to speak with communities.

Chapter seven of the 1999 Republic of South African Constitution clearly spells out the powers and functions of government and Section 152 of the same constitution sets out the 5 basic objectives of the municipalities. The section states that the objects of government are:

- (a) To produce democratic and responsible government for native communities;
- (b) To confirm the availability of services to communities in a very proper manner;
- (c) To push social and economic development;
- (d) To push a secure and healthy environment; and
- (e) To encourage the involvement of communities and community organisations within the matters of government

Section 153 clearly states the organic process duties of municipalities whereby a municipality should

- (a) Structure and manage its administration and budgeting and designing processes to administer priority to the essential wants of communities; and to push the social and economic development of the community; and
- (b) Participate in national and provincial development programmes

Municipalities are responsible for the following functions: Electricity delivery, Water, waste material and sanitation, Storm water systems, Refuse removal, Firefighting services, Municipal health services, choices around land use, Municipal roads, Municipal transport, Street mercantilism, Abattoirs and food markets, parks and recreational areas, libraries and alternative facilities, Local tourism. Mdlongwa (2004) affirms that municipalities should adhere to the laws of the Country beginning with the South African Constitution that provides for the essential rights of all individuals and also the key legislative laws that govern and regulate municipal staff and problems, like the MFMA and also the MSA. Municipalities adhering to the laws of the country may guarantee higher service delivery.

2.12. THE 10 BASIC PRINCIPLES OF EFFECTIVE GOVERNMENT COMMUNICATION

The Government Communicators Handbook (2007) identified 10 primary principles that communication in municipalities has to adhere to. These include:

Government work as a public activity

- In any democracy, authorities are elected by means of its people, and is consequently an organization for the people and through the people. It is critical that ordinary citizens are constantly informed about authorities' work and empowered to take energetic part in it. Hence, there ought to be an appropriate communication approach that would encourage positive governance.
- Government wants to make an effort to constantly counter insinuations that government work is secretive each time and any place these arise.

A central communications officer to have the authority to uplift its work, who must be positioned in the highest office.

- To ensure legitimacy and effectiveness, all government conversation has to have its genesis and co-ordination from the highest office in the Government's structure.
- On all different levels, conversation structures have to be positioned in the places of work of political principals in order to ensure an excellent service delivery

Political principals are the essential communicators.



- Government verbal exchange must, in the main, be completed through people maintaining positions of political oversight or leadership. This would make certain that the proper records are given to the right set of people in the organisation.

Everyone in authority is a communicator

- Everyone working in government is a communicator and must therefore assume the role of an emissary and be an advantageous consultant of government.
- This is pertinent in each and every public office bearer's behaviour, together with verbal and non-verbal interplay with the people.

Communication ought to be primarily based on a built-in communication method and programme (with core messages that guide all actors)

- The central communication service must co-ordinate the formula of the important and all-encompassing verbal exchange techniques for the entire government.
- All exceptional spheres and components of government should at all instances talk in one voice that shows consistency in messaging.

Communication structures do not determine policy - they articulate it

- Government coverage and precedence are predetermined and verbal exchange is there to inform and accurately disseminate them to the public. Workers have to be regularly communicated on the duties of the organisation.
- Communication is greater than simply media liaison
- In communicating, distinct efforts ought to be taken to seek, evaluate and, where feasible, use all reachable measures or tools to get the message across.

- In imposing principal campaigns in particular, a multimedia strategy should be adopted for effective message diffusion and sufficient reach.

Direct verbal exchange and mutual exchange of views with the public is the best form of conversation (where possible, there should be Communicators in all localities)

- Communication constructions need to be set up to allow interaction, mediated or otherwise, between authorities and the public.

In working out campaigns and programmes, there needs to be a deliberate effort to recognize the verbal exchange environment

- Research is an imperative section of the communication process. In any event, the success of conversation relies upon on the accurate analysis of the surroundings that will inform, among other things, the determination of suitable messages, target audiences and media platforms.

Communication campaigns work best when they are carried out in partnership with others outside of government

- Government does not perform in a vacuum and for most conversation impact, in particular in terms of credibility and reach, role-players such as non-governmental businesses (NGOs), opinion-makers and other necessary figures want to be involved. The involvement of these people will recognise superb service delivery in the organisation.

In order to capacitate municipal communication departments to recognise provider delivery, businesses make sure that they adhere to these 10 standards of an effective government communication. These standards will enable the municipalities (as in the case of this study) to contain a range of ways of conversation that would extend their effectiveness.

2.13. DEVELOPMENT COMMUNICATION

Having realised the need for information and effective communication principles, the South African government introduced what is known as Development Communication. Development Communication aims at providing communities with information that they can use to improve their socio-economic status. It is about citizen's empowerment.

The Government Communicators Handbook (2007) defines '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.' Municipalities should also have this communication strategy in

order to improve their socio-economic well-being. This approach was identified in the Government Communicators Handbook (2007). These include the following characteristics:

➤ **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. As such, the municipalities in various provinces should strive to be responsive to the needs of the communities in order to improve the lives of South African citizens.

➤ **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 municipal managers an opportunity to listen to the ideas and experiences of communities, especially about programmes and services aimed at improving their lives.

➤ **Be creative and innovative**

The message given by the municipal managers to the employees and community at large 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.

➤ **Be continuous and sustainable**

It is important that municipal managers ensure that the recipients understand its content. 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.

Therefore, utilising this approach is also seen as another way for municipalities to enhance good service delivery through a proper developed communication approach.

2.14 BARRIERS TO EFFECTIVE COMMUNICATION

It is vital to stipulate the barriers that may hinder communication. There are several barriers to effective communication. A barrier will be outlined as something that renders effective communication troublesome, distorting the means of the message or data being communicated by the receiver as understood by the sender. The technical term for communication barrier is "noise" (refer to Figure 1 above).

It is of utmost importance for the person to perpetually gauge feedback to test whether or not the messages is being received as supposed or is clearly understood.

Communication is required in several organisational functions, both internal and external. The foremost applicable term for each internal and external communication is company communication.

Jureddi and Brahmaiah (2016) classify the barriers to effective communication as follow:

- **Language barriers:** Language barriers and linguistic ability could act as a barrier to communication. However, even for communication within the same language, the language employed in a message could act as a barrier if it is not absolutely understood by the receiver(s). For instance, a message that has plenty of specialist jargon and abbreviations will not be understood by a receiver who is not conversant in the language used. It is vital for organisations to grasp that due to the obscurity of language there is invariably a chance of wrong interpretation of the messages. This barrier is formed due to the incorrect use of words, the incorrect sequence of sentences and frequent repetitions. This might be referred to as linguistic chaos and ought to be avoided in an organisation.
- **Physical barriers:** A physical barrier to communication is geographic distance between the sender and receiver(s). Communication is mostly easier over shorter distances. As an example, some individuals speak standing at a distance. On the other hand, individuals with physical issues might not receive data clearly.
- **Attitudinal barriers:** Attitudinal perspective is in everything for any task we tend to in our life, whether or not it is straightforward or advanced. As language is human behaviour, we must always have a decent perspective within the method of our communication. Attitudinal barriers in communication could result from temperament conflicts, poor management, and resistance to change or an absence of motivation. Organisations ought to avoid such barriers (Crystal, 2003).
- **Psychological barriers:** These barriers are due to individual variations among the individuals with behavioural aspects and mentality. The foremost vital aspects of the barriers are- stress, anger and unknown accent. It is a well-known issue that some individuals cannot stomach any stress. In the same manner they cannot manage the strain in their communication and they cannot manage their emotions. Dealing with emotions, like anger, causes distortion in the exchange of ideas.

A manager receives abundant data from his superiors and subordinates and he interprets it for all the workers in keeping with their level of understanding. Hence, the data should be moulded in keeping with the understanding or setting of the receiver. If there is a touch of carelessness during this method, the faulty translation may be a barrier within the communication. As such, it is vital to defeat vulnerable things and emotions that hinder communication skills. To defeat all the communication barriers, expertise is very necessary.

2.15. CONCLUSION

In this Chapter, the literature review in relation to the study under was highlighted. The study was underpinned by the mass communication model, which indicates that an organisation can be effective in its communication when there is a sender, receiver, message and an accurate feedback from the receiver. The meaning and process of communication was outlined. In addition, the different types of communication in an organisation as well as the effect of lack of effective communication was also reviewed.

In the next chapter, the research design and methodology for the study will be outlined.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This Chapter is the research method chapter and its purpose is to inform the reader of the choices that the researcher has made in the process of documenting the research. Such choices include the choices of methods and design which are informed by the paradigms and, importantly, it explains the methodologies, which are also known as the research process. Such processes are about sampling respondents for the research and how data was gathered from such respondents. The Chapter is divided into five main sections for logical flow and such sections are i) research paradigm, ii) research types, iii) research approach, iv) research design and iv) research methodology chosen for the study.

3.2. RESEARCH PARADIGM

A paradigm is also known as a “worldview” which a researcher brings to the study (Creswell, 2014). It guides the choice of research approach, design, method of data collection and data analysis. According to Bryman (2004), a paradigm is a set of views held by the researcher hence it is necessary for researchers to properly define their research standpoint for proper decision-making as regards their research. This study adopted the positivism research paradigm which is seen as an approach for quantitative research (Creswell, 2014). The positivism paradigm believes that the cause determines the outcome and there exists a single reality “out there,” hence this reality should be discovered through careful observation and measurement in order to develop a distinct knowledge (Creswell, 2014). Post-positivist research principles emphasise meaning and the creation of new knowledge, and are able to support committed social movements, that is, movements that aspire to change the world and contribute towards social justice. Post-positivist research has the following characteristics:

- Theory and practice cannot be kept separate. We cannot afford to ignore theory for the sake of ‘just the facts’;
- The researcher’s motivations for and commitment to research are central and crucial to the enterprise
- The idea that research is concerned only with correct techniques for collecting and categorising information is now inadequate

As such, the use of post-positivist theory enabled the researcher to analyse the meaning and contributions made by respondents in relation to the communication and service delivery in the municipalities in NMMD.

3.3. RESEARCH TYPES

3.4.1. Qualitative, quantitative and mixed method research

Qualitative, quantitative and mixed method researches are the three main research types. The selection of either qualitative, quantitative or mixed method research depend on the philosophical assumption that the researcher brings to the work, and it also depends on the researcher's chosen method of data collection; whether the researcher wants to gather text data using interview, or numerical data using open questionnaires (Creswell, 2014). According to Oates (2008), quantitative research is a type of research work that generates numerical data for analysis. Quantitative researchers are mostly grounded in the positivist paradigm environment. Crittenden (2006) further affirms that the quantitative research approach has positivist theory as its philosophical assumption which is focused on "scientific research reality" and generates statistical data for analysis.

Furthermore, Oates (2008) asserts that quantitative researchers utilise mostly questionnaires and surveys as their instrument of data collection where they gather numerical data involving calculations. They utilise mostly software packages such as Minitab, and the Statistical Package for the Social Science (SPSS) to arrange, calculate and analyse their collected data. Finally the analysed data are represented in graphs, pie charts, and histograms.

Researchers can also utilize the mixed method research, which involves a combination of the qualitative and the quantitative research. This type of research can either utilize the explanatory sequential design or the exploratory sequential design in order to discuss the findings made from the study.

Table 3.1. Difference between qualitative, quantitative and mixed research

Qualitative	Quantitative	Mixed method
Primary aim is to provide a comprehensive and in-depth understanding of a phenomenon under study	Focuses more on classifying, counting and generating statistical model	Build from either qualitative or quantitative to give the final research finding.
Instruments of data collection include; interview, focused group, narrative, and observation.	Instruments of data collection include; questionnaire, measurements	Instruments of data collection could be both questionnaire and interviews
Has emergent methods	Pre-determined method	Both emergent and predetermined method.
Uses text analysis	Uses statistical analysis	Uses statistical and text analysis

Adapted from Creswell (2014)

3.4. RESEARCH APPROACH

As the different research types or approaches have been identified above, the study employed the quantitative research approach which uses questionnaires to ensure credibility, reliability and validity of the study. Schindler (2006) states that quantitative research approach tends to observe and measure phenomena. According to Denscombe (2003), the objective nature of the quantitative research approach and its generation of numerical data have made it gain more attention over the past decades. Quantitative research always involves the numerical analysis of data gathered by means of some kind of structured questionnaire. According to McWilliams (2005), quantitative research focuses on collecting and analysing numerical data of variables being studied through statistical testing. The quantitative research approach was deemed best for this research because it enables the researcher to assess the impact the communication department can make in creating a participatory government, characterised by assessment of information through gathering of data from a large number of people, and generating statistical data that enables generalization of the research findings. According to Popper (2004), quantitative research is important because it:

- Is more reliable and objective
- Can use statistics to generalise a finding
- Often reduces and restructures a complex problem to a limited number of variables
- Looks at relationships between variables and can establish cause and effect in highly controlled circumstances
- Tests theories or hypotheses
- Recognises the subjectivity of researcher in methodology is less
- Is less detailed than qualitative data and may miss a desired response from the participant

As such, the researcher employed this approach in order to numerically explain the findings generated from the study.

3.5. RESEARCH DESIGN

A research design focuses on the end product, and all the steps in the process to achieve that outcome. It comprises strategies utilised by the researcher for accurate gathering of research data, analysing and making the necessary interpretation. According to Punch (2009), research design basically positions a researcher in an empirical world and properly links the research data to the research questions. Creswell (2009) affirms that research designs are patterns of carrying out a research which is framed from the researcher's world view and comprises distinct methods of data collection and analysis. Also, research design is the researcher's blueprint in conducting a research which helps in controlling external factors, and following logical steps in order to arrive at a conclusive end (Blanche *et al.*, 2006). Furthermore, Maree (2010) states that "research design refers to a plan or strategy which moves from underlying techniques to be used and data analysis to be done".

In this sense, a research design is viewed as the functional plan in which certain research methods and procedures are linked together to acquire a reliable and valid body of data for empirically grounded analyses, conclusions and theory formulation. The research design thus provides the researcher with a clear research framework: it guides the methods, decisions and sets the basis for interpretation. Maree (2010) defines research design as operations to be performed, in order to test a specific hypothesis under a given condition.

For this study, the researcher utilised a survey design. A survey design is an efficient way to collect information about a large group of people (Louis & Richard, 2005). It measures the attitudes, knowledge, preferences, etc. of selected respondents in a study and can be tailored exactly to the phenomena you wish to

study. This design was relevant for this study because it enabled the researcher to perform a survey on the impact of communication on municipal service delivery from a large sample in the municipalities. The survey made was statistically presented and analysed in order to identify and discuss the variables that interrelate in the study.

3.6. RESEARCH METHODOLOGY

Methodology and method are often misunderstood terms and are sometimes used interchangeably; however the two are not synonymous. Methodology is defined as framework of tools employed in securing the knowledge (Punch, 2009). Punch (2009) also affirms that research methodology is a structured pattern of carrying out research which describes ways of inquiry toward investigating a problem. Wilson (2009) goes further to ascertain that research methodology is a well-defined link used in data collection and analysis in order to answer research questions.

For accurate gathering of data in order to answer the research questions, the researcher clarified the following methods; population of the study, sampling technique, method of data collection and method of data analysis.

3.6.1. Population of the study

A population is a “collection of objects, events or individuals having some common characteristic that the researcher is interested in studying” or “the aggregate of all cases that conform to some designated set of specifications” (Mouton, 2002). The target population is described as the population to which the researcher wants to generalise (Mouton, 2012). Bickman and Rog (2009) refer to population as the large group to which a researcher wants to generalise his or her sample results. In other words, it is the total group that a researcher is interested in learning more about. This study is moved by the definition of Best and Kahn (2003), who suggest that the population of a study is any group of individuals who have one or more characteristics in common that are of interest to the researcher. Those who have one or more similar characteristics that are of interest not only to this researcher but to the entire study are the municipalities in NMMD. As such, the population of this study are the municipalities in NMMD.

As presented on the map Figure 1.1 in Chapter 1, there are 5 municipalities in NMMD; the chart below illustrates these municipalities. Ngaka Modiri Molema District (formerly known as Central District), which is the target area of this study is one of the four districts of North West province in South Africa. Its capital is Mafikeng which is also the capital of the province. It is a category C district, bordered by Dr Ruth Segomotsi Mompati district in the west, Bojanala Platinum district in the east, Dr Kenneth Kaunda district in the south and the country of Botswana to the North. Ngaka Modiri Molema District is partitioned into five local municipalities namely: Mafikeng, Ratlou, Ramotshere Moiloa, Ditsobotla and Tswaing. The five local municipalities are subdivided into wards as follows: Mafikeng Local Municipality – 28 wards, Ditsobotla

LM – 19 wards, Ramotshere Moiloa LM– 17 wards, Tswaing LM – 13 wards, Ratlou LM – 12 wards.

There are various department in these municipalities. These include the community service delivery department, fire and emergency services department and the finance department. For the purpose of this study, only the community service delivery department will be utilised in each municipality. The community service delivery departments were utilised for this study because they play the major role in terms of communication between staff and the community at large. Table 3.2 below illustrates the number of staff members in the community service delivery department from each municipality.

Table 3.2 Population survey

NMMD MUNICIPALITIES	NUMBER OF STAFF IN COMMUNITY SERVICE DELIVERY DEPARTMENT
Mafikeng Local Municipality	51
Ditsobotla Local Municipality	36
Ramotshere Moiloa Local Municipality	29
Ratlou Local Municipality	22
Tswaing Local Municipality	24
TOTAL POPULATION	126

Source: NMMDM, 2009

From the table presented above, the total population for this study is N=126 staff in the community service delivery department. This includes the top management, middle management and lower management in the department.

3.6.2. Sampling

According to Punch (2009), a sample is a subgroup of the population that is selected for participation in the study. Sample determines the number of the respondents. It should be as representative as possible to generalise the findings of the research within a municipality.

The sample is a segment of the target population that is selected for investigation. Sampling, according to Maree (2010), refers to the process used to select a portion of the population for study. The reason for

sampling is feasibility, i.e. time, money and effort can be concentrated to produce better quality research and get more in-depth information.

As indicated in the size of the population, the sample size for this study is all staff members in the community service delivery in the 5 district municipalities in NMMD. Hence a total number of $n= 126$ staff members was used for the study. The researcher utilised a census sampling technique for the study. This sampling technique was utilised because the entire sample frame for the study is sufficiently small, and the researcher can include the entire sample in the study in order to gather data on every member of the population. Obtaining data from the entire population of the municipality as well as analysis and interpretation of vast amounts of data would have been impossible to accomplish within the time constraints, and the limited financial resources at the disposal of the researcher informed the sample size.

In order for the researcher to have reliable data from the field work, the researcher randomly selected 50 community members in Mafikeng local municipality. Household community members from the Mafikeng local municipality were selected for the study because Mafikeng seems to have more crises in service delivery and the community at large (NMMD, 2009). The simple random sampling is the basic sampling technique where the researcher select a group of subjects (a sample) for study from a larger group (a population). This means that each sampled community member in Mafikeng local municipality was chosen by chance and every community member had an equal chance of being selected.

3.6.3. Method of data collection

The data for the study was obtained from both primary and secondary sources, and the study made use of quantitative research methods. The researcher self-administered the questionnaire to a sample drawn from the population.

The primary data was collected in the area of the study. Data was collected from the staff and community members. Two set of questionnaires were developed by the researcher. One set was administered to the staff members while the other was administered to the selected community members. The questionnaires cover the research questions posed for the study. Secondary data is data which the researcher did not collect for himself directly from the respondents or subjects (Greener, 2008). Secondary data were sourced from relevant materials such as literature that best informs the study. The questionnaires were not piloted because the researcher employed a census sampling and there was a limited timeframe for the study.

Questionnaires were chosen due to the following advantages identified by Popper (2004), and Ackroyd and Hughes (2008). Questionnaires are used because:

- They are practical
- Large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost-effective way



- They can be carried out by the researcher or by any number of people with limited effect on their validity and reliability
 - The results of the questionnaires can usually be quickly and easily quantified by either a researcher or through the use of a software package
 - They can be analysed more 'scientifically' and objectively than other forms of research
 - When data has been quantified, it can be used to compare and contrast other research and may be used to measure change.
- Positivists believe that quantitative data can be used to create new theories and / or test existing hypotheses

3.6.4. Method of data analysis

Cresswell (2009) explains data analysis and interpretation as the process of assigning meaning to the collected information and determining the conclusions, significance, and implications of the findings. Babbie (2004) says the task is to reduce the wide individual items of information to a more limited set of attributes composing a variable.

Punch (2009) mentions that the process is messy, ambiguous, time-consuming, creative and fascinating. After data collection, mainly through fieldwork, the researcher gathers the questionnaires, removing the unfilled ones and then proceeds for data analysis which is aimed at answering the research question. The following procedures were carried out after data was collected:

- Capturing of data: the data collected from the respondents were captured in an Excel spreadsheet and thereafter analysed in SPSS.
- Open-ended questions were coded and analysed in themes based on the research questions.
- The researcher further utilized the descriptive data analysis method to present the data in charts and tables in order to answer the research questions posed for the study.

3.7. RESEARCH ETHICS

Newsome (2016: 41) explains research ethics as considerations of what is right or wrong in the conduct of research. According to Bailey (1994:4), to be ethical is to conform to accepted professional practices. It is of utmost importance to treat respondents in an ethical and respectful manner. The respondents were well informed about the intention of the study, that it is an academic research project. The researcher ensured that respondents of the study were individuals above the age of 18 years and assurance was made pertaining to the information obtained from them, that it will be treated with strict confidentiality and strictly used for the purpose of the study, and will not be made available to third party. This ensured that the respondents

answered the research questions honestly, openly, not withholding any information which could be important for the study. The research was conducted in line with the North West University Guidelines on Research Ethics.

Ethical considerations are an important aspect of research as it involves the participation of people. One of the most important ethical considerations in research is the use of human subjects. The following ethical considerations, namely informed consent, confidentiality and privacy, avoidance of harm and voluntary participation were adhered to the letter to ensure the integrity of the study.

3.7.1. Informed consent

Informed consent is the major ethical issue in conducting research. According to Armiger (2007) "it means that a person knowingly, voluntarily and intelligently, and in a clear and manifest way, gives his consent". The researcher never employs any form of coercion to force respondents to participate but they were told in advance so their participation was with their consent. They were told that anyone can withdraw from the study at any point without hindrance from the researcher.

3.7.2. Voluntary participation

The issue of confidentiality and informed consent are closely linked. These principles are followed to guarantee that all human subjects are choosing to participate of their own free will and that they have been fully informed regarding the procedures of the research project and any potential risks. The norm of voluntary participation is critical in any research. This ethical consideration states that no subject would be forced to participate in the study and participation would be completely voluntary.

3.7.3. Confidentiality and privacy

Confidentiality and the right to privacy is one of the important ethical concerns in any study hence the researcher ensured the protection of subjects' confidentiality and privacy at all time. Confidentiality refers to the situation in which the researcher promises to keep the information about subjects private (Babbie, 2010:84) Researchers need to protect the interest of the participants by ensuring the confidentiality of information that is given to them (Denscombe, 2005: 136). According to Levine, "privacy is the freedom an individual has to determine the time, extent, and general circumstances under which private information will be shared with or withheld from others".

3.7.4. Avoidance of harm

Researchers have an obligation to avoid harm to their subjects (Newsome, 2016: 44). Babbie (2010: 84), states that research should not harm those who participate in it, unless they give their informed consent, thereby willingly and knowingly accepting the risks of harm. Safety of subjects participating in the research was guaranteed and care was taken to avoid any kind of harm, namely physical, psychological and

emotional, resulting from the study. Babbie, (2007) states that subjects can be harmed physically or emotionally. According to Denscombe (2005: 136), any investigation that is potentially going to lead to stress or other psychological harm will not be considered ethical.

3.8 CONCLUSION

In this Chapter, the research design and methodology was outlined. The population and the sample size for the study was also identified by the researcher. In addition the ethical considerations that would be required for the researcher to gain access to the selected department in the municipalities was also emphasised.

The next Chapter will present the findings and also discuss the findings in relation to relevant literature identified in Chapter 2.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. INTRODUCTION

This Chapter contains data analysis and presentation, and its purpose is to present and discuss data collected, along with relevant literature in order to answer the research questions posed for the study. As the study is quantitative in nature, data was analysed and presented in quantifiable measures. The Chapter is divided into different sections. Firstly the descriptive statistic summary of staff and community members was presented, biographic information for the study was also presented, and all questions that aid the research objectives were thereafter presented and discussed with literature.

4.2 QUANTITATIVE DATA ANALYSIS

This section presents the descriptive statistics of the study. The collected data were carefully analysed which reflects the responses from the respondents. The data were presented in two different descriptive statistical tables as represented below. The table 4.1 represent the descriptive statistics of the staff members while table 4.2 represents the descriptive statistics of the community members. This was because both staff and community members were used for the study and their responses that aid in answering the research questions posed for the study are important. Further presentations of the data were done using smaller tables and bar charts, one after the other, to avoid confusion with the tables. The responses from the staff members were represented in tables whiles the responses from the community members were presented in bar charts.

Table 4.1. Descriptive statistics for staff members

Descriptive Statistics for staff members

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
The number of years you have been employed in the municipality.	126	2.2460	1.08581	.447	.216	-1.070	.428
Gender	126	1.5794	.49563	-.325	.216	-1.925	.428
Age group	126	2.6349	.94321	.387	.216	-.410	.428
Highest Qualification	126	2.2302	.93947	.287	.216	-.804	.428
Municipality you work at	126	2.7698	2.19148	.660	.216	-1.404	.428
The department you work in	126	2.0238	.69816	-.032	.216	-.921	.428
Your level or position	126	2.1190	.79606	-.024	.216	-1.005	.428
The communications within and between departments are carried out effectively by respective representatives	126	2.2302	1.00529	.386	.216	-.903	.428
Ever been left out on anything happening in the municipality that you think you should be aware of	126	1.5238	.57570	.545	.216	-.665	.428
Event you were left out of	126	1.9365	.89215	.126	.216	-1.743	.428
Reason why you were left out	126	1.9206	.95166	.161	.216	-1.895	.428
The languages the Municipality uses to communicate with its communities	126	1.5000	.74565	2.059	.216	5.584	.428

Communication issues existing within the Municipalities	126	1.3730	.54749	1.413	.216	2.785	.428
Time taken to get messages from the Municipalities	126	2.8968	1.57901	.074	.216	- 1.524	.428
There has been a communication breakdown between municipality and the community	126	2.0397	1.04614	.814	.216	-.484	.428
The kind of Breakdown	126	2.0794	.71109	-.116	.216	-.998	.428
The social platforms that your Municipality has	126	1.3571	.59952	1.929	.216	4.693	.428
The communication process in your Municipality is good and is a satisfactory process that enhances service delivery	126	2.6667	1.00399	.182	.216	- 1.284	.428
Have knowledge of upcoming projects the municipality is planning for the community	126	1.6905	.46414	-.834	.216	- 1.326	.428
Type of communication used within the municipality	126	1.2937	.77012	2.857	.216	7.263	.428
Type of communication between staff members	126	1.4286	.91589	2.532	.216	6.016	.428
The kind of communication used by the Municipality with committees	126	2.8810	1.69520	.239	.216	- 1.290	.428
The following can enhance effective service delivery in the community	126	1.8095	.97746	.706	.216	-.723	.428
Occasion whereby duties are not done due to lack of communication	126	1.3016	.49428	1.273	.216	.509	.428
How the communication affects the service delivery of the municipality	126	1.8175	.49640	-.357	.216	.353	.428
The municipality has the skills in handling communication process in your department	126	1.3254	.47039	.754	.216	- 1.454	.428
The ways you think the Municipality can handle the communication process	126	2.5635	1.14190	-.290	.216	- 1.358	.428
Valid N (list wise)	126						

Table 4.1 was used to show the number and percentage of respondents' responses in relation to the questionnaire distributed. From the above summary and descriptions it is evident that the 126 questionnaires were completed and all were unspoiled. The columns of Skewness and Kurtosis statistics work together, they depict one another. These columns shows the level of answers selected by the respondents based on each question asked in the questionnaire. The positive figure in the table shows higher responses by the respondents while the negative figure shows lower responses made regarding the questions posed to the respondents.

Table 4.2 Descriptive Statistics for community members

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
The number of years you have lived in the municipality.	50	2.9800	.99980	1.000	-.469	.337	-.997	.662
Gender	50	1.5800	.49857	.249	-.334	.337	1.969	.662
Age group	50	2.7200	1.05056	1.104	.156	.337	-.583	.662
Municipality you live at	50	1.3000	.70711	.500	2.742	.337	7.570	.662
Ever been left out of anything happening in the Municipality that you think you should be aware of	50	1.4400	.50143	.251	.249	.337	2.020	.662
Event you have been left out of	50	1.7800	.84007	.706	.658	.337	-.646	.662
Reason why you were left out	50	1.9600	.94675	.896	.082	.337	1.927	.662

The languages the Municipality uses to communicate with its communities	50	1.72 00	.833 97	.696	1.45 6	.337	2.25 1	.662
Communication issues existing within the Municipalities	50	1.26 00	.443 09	.196	1.12 8	.337	- .759	.662
Time taken to get messages from the Municipalities	50	4.26 00	1.02 639	1.05 3	- 1.14 3	.337	1.01 2	.662
There has been a communication breakdown between municipality and the community	50	1.74 00	1.02 639	1.05 3	1.26 1	.337	.394	.662
The kind of Breakdown	50	2.32 00	.740 66	.549	- .599	.337	- .923	.662
The social platforms that your Municipality have	50	1.30 00	.707 11	.500	2.74 2	.337	7.57 0	.662
The kind of communication used by the Municipality	50	4.10 00	1.38 873	1.92 9	- .614	.337	.158	.662
The communication process in your Municipality is good and is a satisfactory process that enhances service delivery	50	3.10 00	.839 10	.704	- .410	.337	- .890	.662
The following can enhance effective service delivery in the community	50	1.56 00	.836 90	.700	1.00 0	.337	- .806	.662
The ways you think the Municipality can handle the communication process	50	2.54 00	1.09 190	1.19 2	- .253	.337	- 1.24 5	.662
Valid N (list wise)	50							

Table 4.2 was used to show the number and percentage of respondents' responses in relation to the questionnaire distributed to the community members. From the above summary and descriptions it is evident that the 50 questionnaires were completed and all were unspoiled. The columns of Skewness and Kurtosis statistics work together, they depict one another. These columns shows the level of answers selected by the respondents based on each question asked in the questionnaire. The positive figure in the table shows higher responses by the respondents while the negative figure shows lower response made regarding the questions posed to the respondents.

4.3. BIOGRAPHIC INFORMATION FOR THE STUDY

The study first obtained the biographical information of the staff members in the municipalities which was presented in tables, while the biographical information on the selected community members were presented as a Figure.

Table 4.3 The number of years you have been employed in the municipality.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 6 years	37	29.4	29.4	29.4
6 to 15 years	46	36.5	36.5	65.9
15 to 25 years	18	14.3	14.3	80.2
26 years and longer	25	19.8	19.8	100.0
Total	126	100.0	100.0	

Table 4.3 presents the average years the staff members have worked in the Municipality. From the table, 29.4% of the staff members have worked in the Municipality for less than 6 years, 36.5% have worked for 6 to 15 years while 14.3% have worked for 15 to 25 years.

Figure 4.1. The number of years you have lived in the municipality

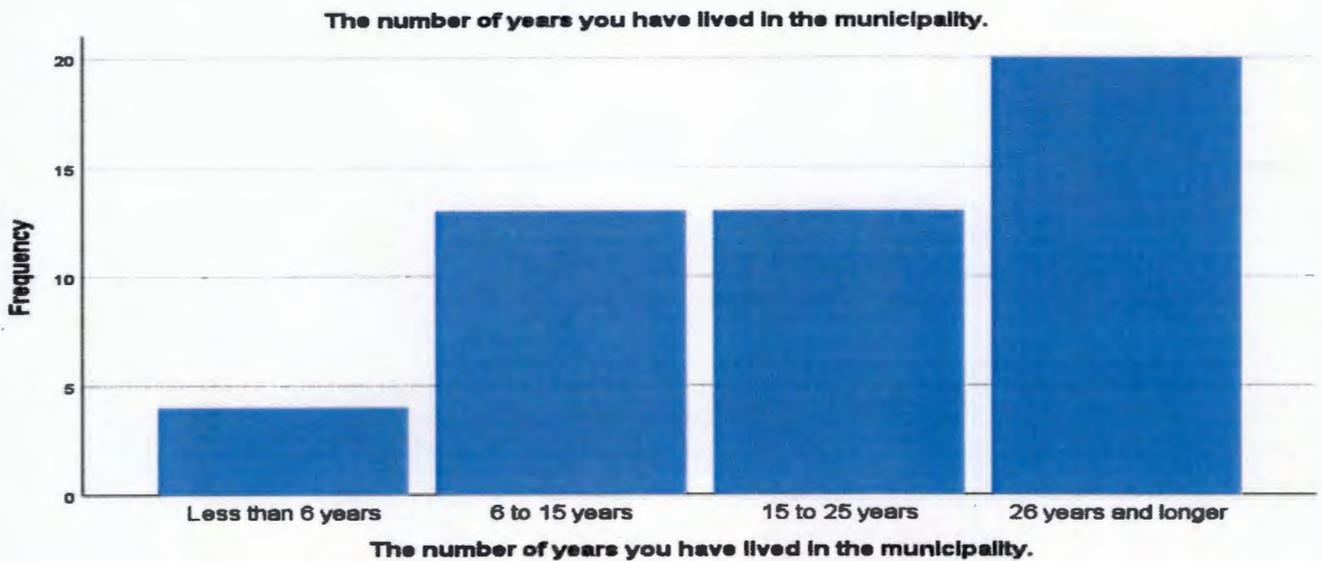


Figure 4.1 presents the number of years the community members have lived in the municipality. From the figure it can be deduced that 8.0% of the community members that participated in the study have lived in the municipality for less than 6 years, 26.0% of the members have lived for 6 to 15 years in the municipality, another 26.0% have lived for 15 to 25 years while the larger percentage of 40.0% as obvious in the figure above have lived in the community for 26 years and longer. This implies that a greater number of respondents have lived within the municipality for 26 years and longer and it shows that they are knowledgeable about the level of service delivery provided by the municipalities.

Table 4.4 Gender of municipal staff members

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	53	42.1	42.1	42.1
Female	73	57.9	57.9	100.0
Total	126	100.0	100.0	

Table 4.4 represent the gender of the staff members in the municipality. From the table, 42.1% of the staff members are male while 57.9% of the staff are females. The finding shows that female staff members are more in number than the males. This can show lack of gender balance in the municipality.

Figure 4.2. Gender of community members

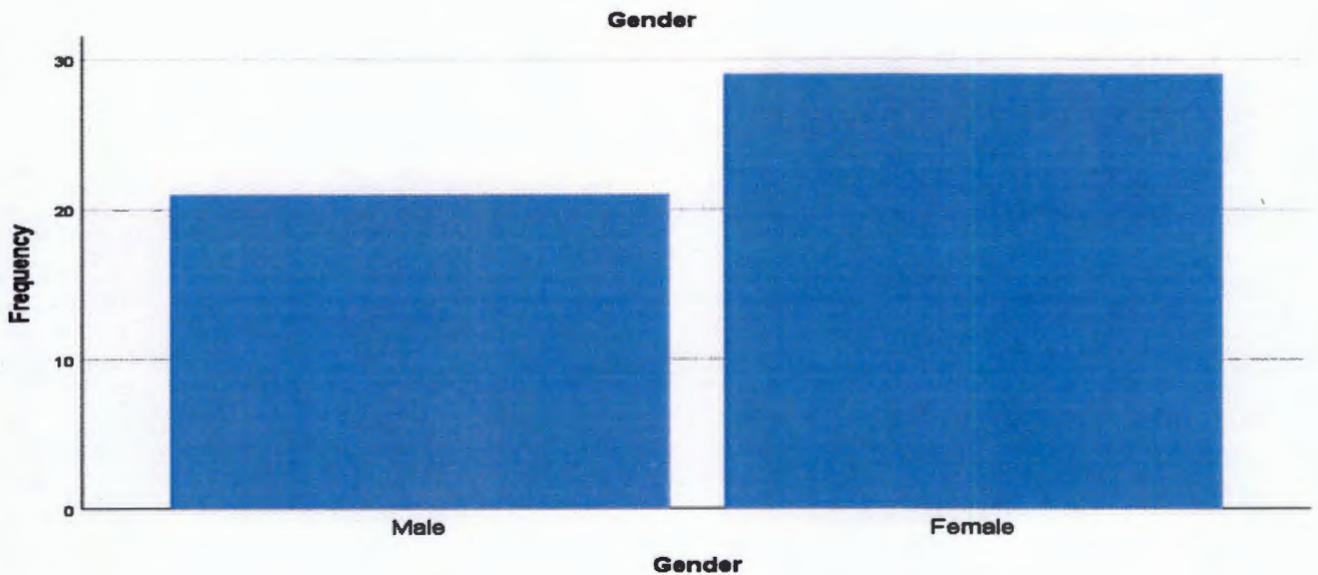


Figure 4.2 represents the findings regarding the gender of the community members that took part in the study. The findings shows that 42.0% of the participants were male while 58.0% were female hence female participants are more in number. Similar to the previous table, the finding shows that female community members are more in number than the males. This can show lack of gender balance in the municipality.

Table 4.5 Age groups of municipal staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 to 25 years	10	7.9	7.9	7.9
26 to 35 years	54	42.9	42.9	50.8
36 to 45 years	37	29.4	29.4	80.2
46 to 55 years	22	17.5	17.5	97.6
56 plus	3	2.4	2.4	100.0
Total	126	100.0	100.0	

Table 4.5 presents the age groups of the staff members in the municipality with the findings showing that 7.9% of the staff members are in the age range of 18 to 25 years, 42.9% are aged 26 to 35 years, 29.4% in the age range of 36 to 45 years, 17.5% in the age range of 46 to 55 years while 2.4% are in the age range of 56 years and above.

Figure 4.3. Age group of community members

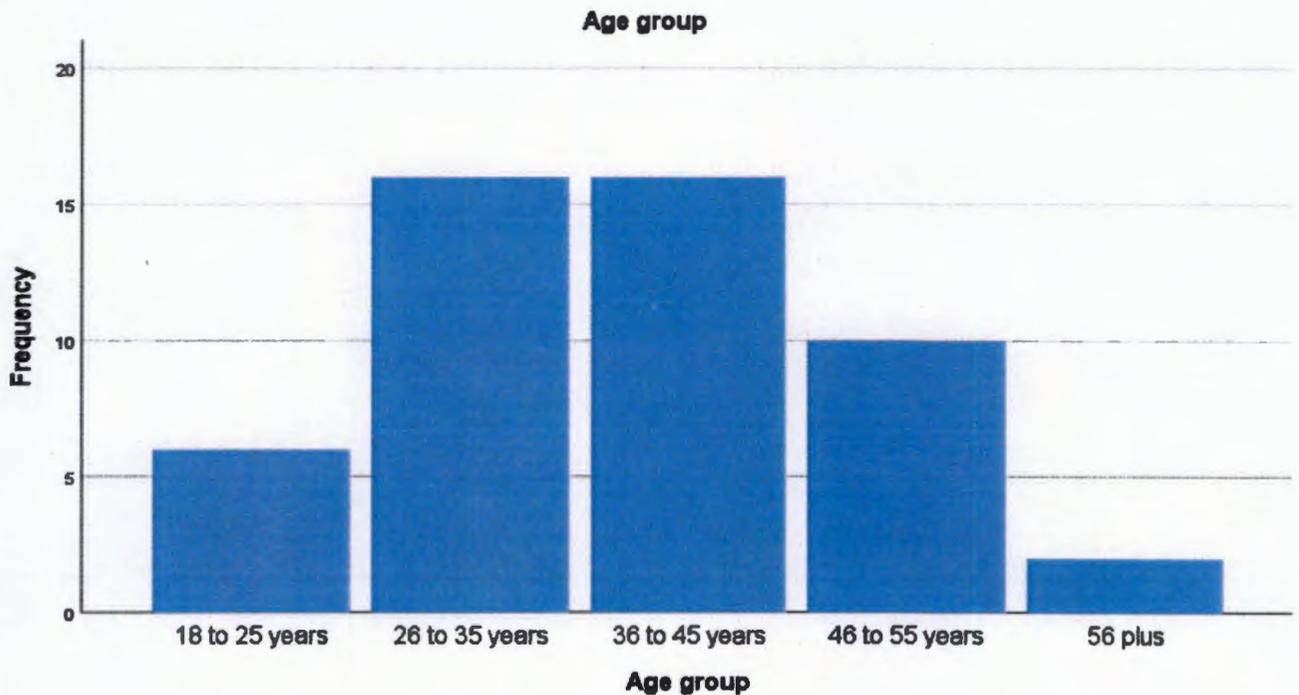


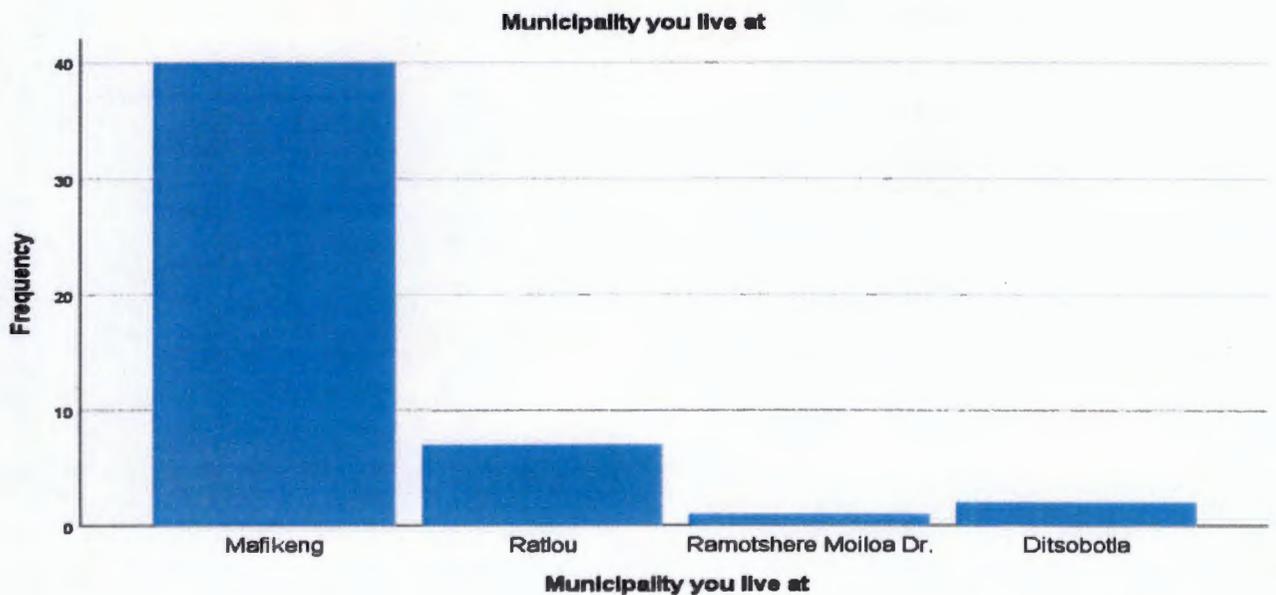
Figure 4.3 shows the age groups of the community members. The findings shows that 12.0% of the community members have average age of 18 to 25 years of age, 32.0% have average age of 26 to 35 years, 32.0%, 20.0% have age of 46 to 55 years while 4.0% are 56 years and above. This shows that more respondents used for the study are between 26 to 35 and 36 to 45 years.

Table 4.6 Highest Qualification of municipal staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	31	24.6	24.6	24.6
Diploma	48	38.1	38.1	62.7
Degree	34	27.0	27.0	89.7
Post-graduate	13	10.3	10.3	100.0
Total	126	100.0	100.0	

The question at this point aimed at ascertaining the highest qualifications of the staff members. The findings in the above table 4.10 show that 24.6% of the staff members have certificates, 38.1% have diplomas, 27.0% have degrees while 10.3% have post-graduate degrees. Hence the staff members in the municipality have the necessary academic qualifications.

Figure 4.4. Municipality you live at



The question aimed at ascertaining the actual municipality the community members lived in. The finding shows that the majority of the participants live in Mafikeng which represent 80.0% of the community members, 14.0% of the community members live in Ratlou, 2.0% live in Ramotshere Moiloa while 4.0% of the community members live in Ditsobotla. This shows that a high number of respondents lived in Mahikeng.



Table 4.7 Municipality you work at

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mafikeng	66	52.4	52.4	52.4
	Ratlou	12	9.5	9.5	61.9
	Ramotshere Moiloa	5	4.0	4.0	65.9
	Ditsobotla	7	5.6	5.6	71.4
	Ngaka Modiri Molema	36	28.6	28.6	100.0
	Total	126	100.0	100.0	

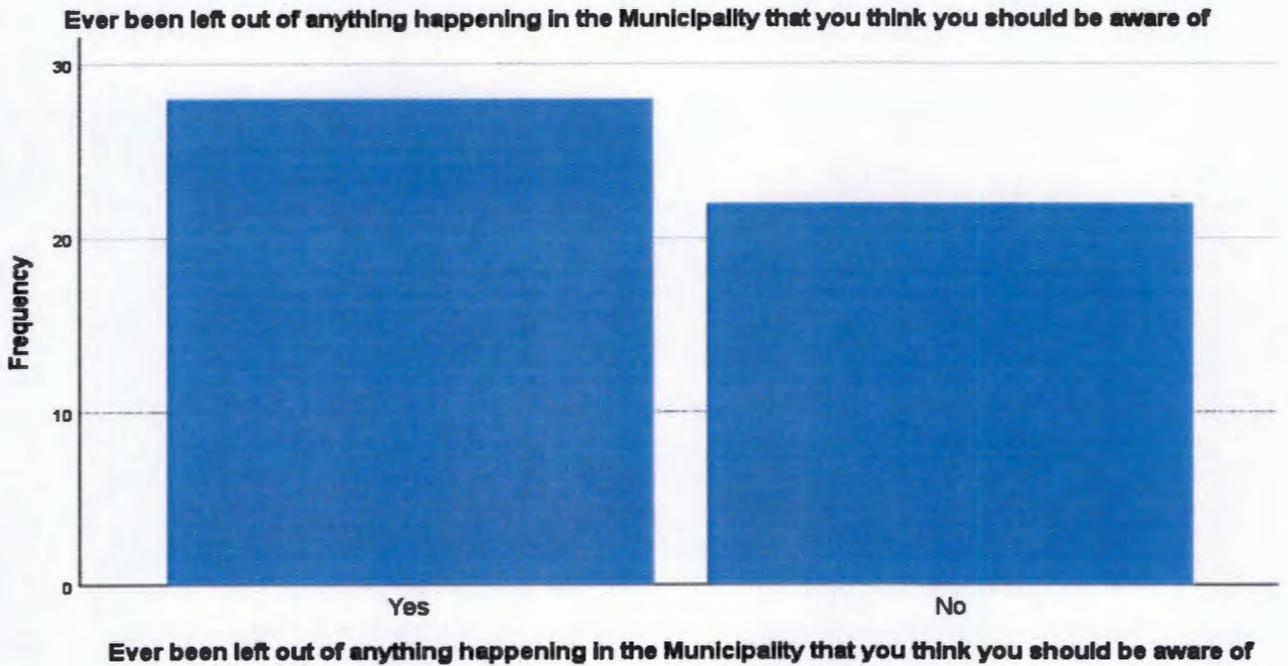
Table 4.7 presents the different municipalities where the staff members work. The findings show that 52.4% of the staff members work in Mafikeng, 9.5% of the staff members work in Ratlou, 4.0% work in Ramotshere Moiloa, 5.6% of the staff members work in Ditsobotla, while 28.6% work in Ngaka Modiri Molema.

4.4. EFFECTIVENESS OF EXISTING SERVICE DELIVERY IN NMMDM

In the quest of finding answers on the effectiveness of existing service delivery in the municipalities, the following responses presented in Tables and Figures were obtained from the respondents.

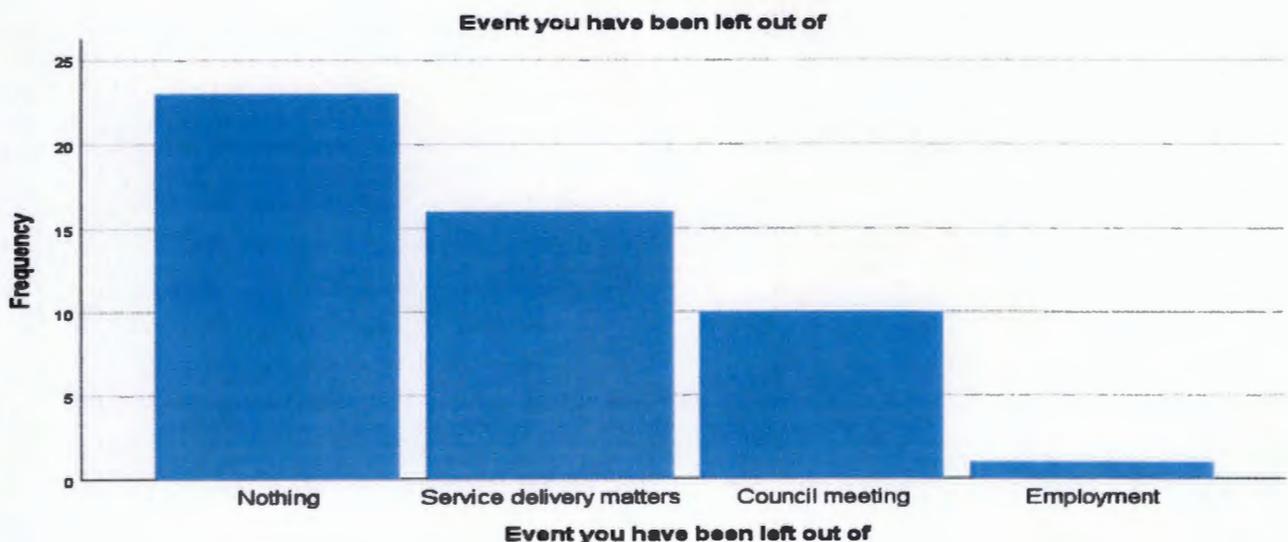
4.4.1. Community responses

Figure 4.5 Municipal activities



This question aimed to determine if any of the community members have been left out of anything happening in the municipality. Figure 4.5 shows that the majority of the community members answered "YES" to the question which represent 56.0% of the community members, while fewer community members answered "NO," which is 44.0% of the community members. This implies that a significant number of community members are left out of the things happening at the municipalities. This can be due to lack of communication that exists between the municipalities and community members.

Figure 4.6 Event you have been left out of



As community members indicated that they have been left out on activities in the municipality, it is important to also ascertain the type of event or activities they have been left out of. The result shows the majority of the participants (46.0%) answered “Nothing”, 32.0% mentioned the events related to service delivery matters, 20.0% mentioned council meetings while 2.0% of the community members mentioned the event of employment.

Figure 4.7. Reason why you were left out

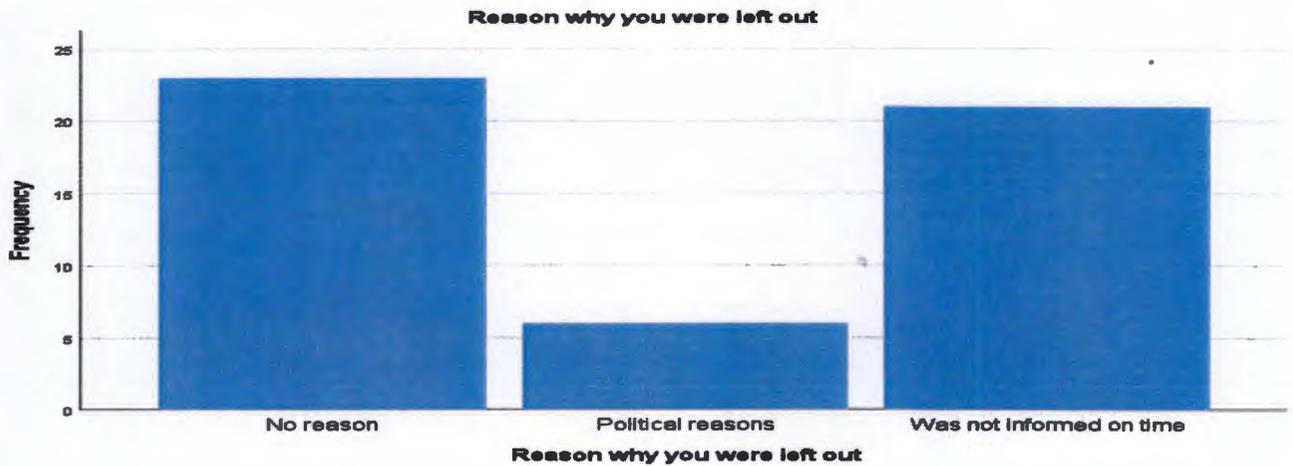


Figure 4.7 aimed at ascertaining the reason why some of the community members were left out. The findings shows that majority of the community members gave “No reason” as an answer which represents 46.0% of the participants, 12.0%) gave political reasons as their answers while 42.0% of the participants said that they were not informed on time.

4.4.2. Municipal staff responses

Table 4.8 Ever been left out on anything happening in the municipality that you think you should be aware of

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	68	54.0	54.0	54.0
No	58	46.0	46.0	100.0
Total	126	100.0	100.0	

The question aimed at determining if any of the staff members have ever been left out of anything happening in the municipality that they think they should be aware of. As indicated in the table 4.8, the findings revealed

that majority of the staff members, which represents 54.0% of the staff members answered “Yes” while the other fraction of the staff members, 46.0% answered “No”. Leaving out members of the staff of any organisation boils down to the system. Anderson *et al.* (1999) posit that a system in an organisation is made up of components that interact in a way distinct from their interaction with other entities and which endure over some period of time. Taking this statement into consideration, due to municipality composition and interaction of various departments should be viewed as a system, Napoli (2007) elucidates that no organisation can function properly or reach organizational goals without a good system of communication. The two authors also assert that at the most basic level a system can be seen as an assembly of components which, in an organizational context, are the members of the organization in the different departments. Oksiutycz (2006) also indicates that organizations are social systems that operate within broader systems from which they receive energy and other resources.

Table 4.9 Event you were left out of

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nothing	58	46.0	46.0	46.0
	Service Delivery	34	27.0	27.0	73.0
	Council meetings	34	27.0	27.0	100.0
	Total	126	100.0	100.0	

This question tends to determine the events the staff members were left out of at any time. The findings as contained in table 4.9 shows that most of the staff members answered “Nothing” which means they have not be left out of any event as a result of communication, 27.0% mentioned service delivery while another 27.0% mentioned council meetings.

In addition to the effectiveness of the service delivery in NMMDM, the effectiveness of the communication within and outside the municipalities was investigated. Responses were presented in the tables and figures below.

Table 4.10 The communications within and between departments are carried out effectively by respective representatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	34	27.0	27.0	27.0
	Agree	47	37.3	37.3	64.3
	Strongly Disagree	27	21.4	21.4	85.7
	Disagree	18	14.3	14.3	100.0
	Total	126	100.0	100.0	

This question aimed at determining if the communication within and between departments is carried out effectively by respective representatives. The findings as stated in Table 4.10 revealed that 27.0% of the staff members strongly agreed that communication within and between departments is carried out effectively by respective representatives, 37.3% agreed, 21.4% strongly disagreed while 14.3% disagreed. Effective communication is important for the survival of an organisation; without it no organisation can exist. Fielding (2001) concurs when he states that “all organisations regard effective communications as essential for survival. It enables organisations to co-ordinate their activities.” This point is further supported by a study by Johansson (2007), which indicated that organisations with proper communication structures often achieve positive outcomes.

Communication is a unique and important feature for all organisations (Berger, 2008; Greenberg & Baron, 2010; Nazer *et al.*, 2011). The majority of the staff members agreed that the communications within and between departments are carried out effectively by respective representatives. To McWilliams (2005), establishing effective communication within a work place is not an easy task but the results are encouraging. Effective communication can increase efficiency in a work place, increase morale, and exchange of thoughts and opinions in a working environment.

In addition, the study also revealed the level of communication breakdown that exists between the municipality and the community. Findings were presented below.

Figure 4.8. Communication breakdown between the municipality and the community

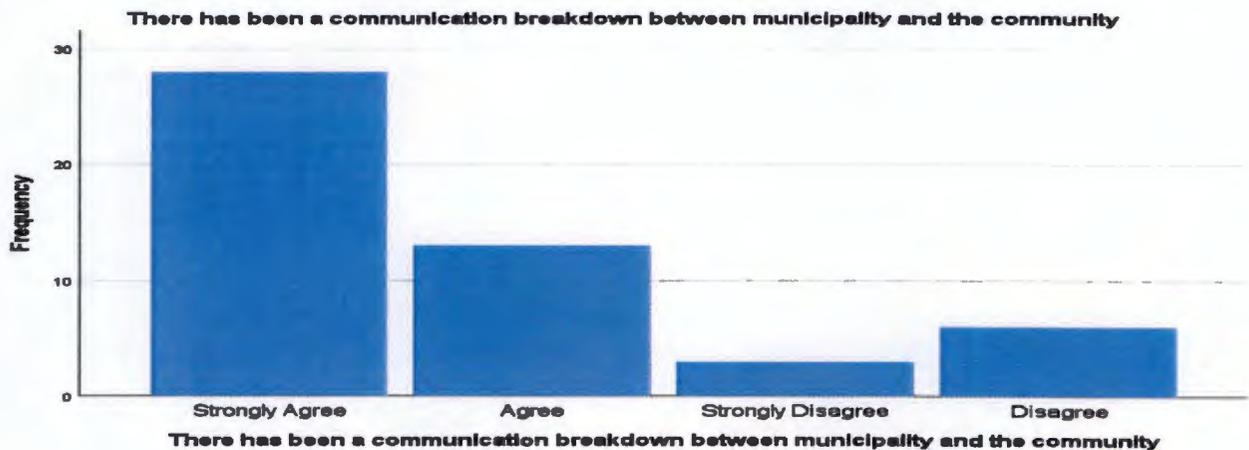


Figure 4.8 shows that the majority of the community members, (56.0%), strongly agree that there has been a communication breakdown between municipality and the community, 26.0% agreed that there has been communication breakdown, 6.0% strongly disagreed while 12.0% disagreed that there has been a communication breakdown between the municipality and the community. Such breakdown in communication should be prevented in future to avoid its negative consequences such as low productivity. In this regard, SALGA (2000-2015) posits that the Constitution of South Africa, in schedules 4 and 5, mandates local government to ensure the provision of services is progressively expanded to all within the limits of available resources and in a sustainable manner. The Constitution further states that the South African electoral system is split into 3 spheres, namely, the national government, provincial government and local government or municipalities. All 3 spheres have a vital role to play in guaranteeing well-functioning municipalities (Back to Basics: government summit, 2016). Government is additionally divided into 3 classes of municipality: A (metros), B (local municipalities), and C (district municipalities) (Van der Waldt, 2006).

These spheres are viewed as the most acceptable spheres for effecting service delivery. This places a specific burden on municipalities in fulfilling a good variety of communication functions across the spectrum of communications – media liaison, marketing, advertising, direct and intensive immediate communication (GCIS Government Communicator’s Handbook, 2008).

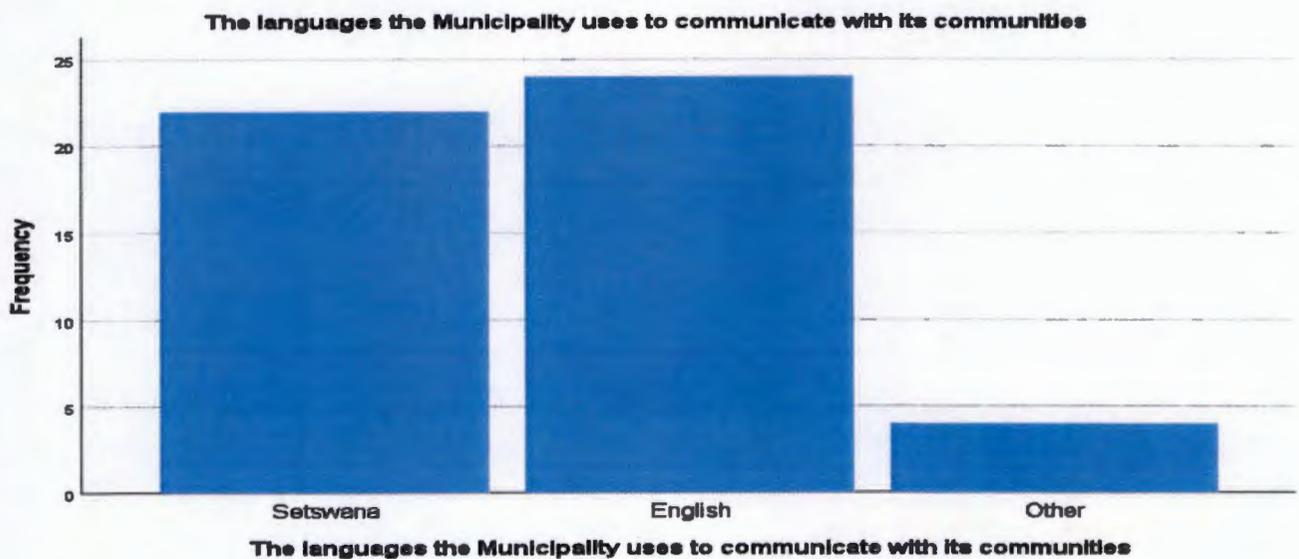
It may be deduced from the findings that a few municipal staff members are left out of activities happening in the municipality while the majority of the community members are left out of activities happening in the municipalities. In addition, findings also revealed that the majority of staff members strongly agreed that communication within and between departments is carried out effectively by respective representatives while

for the community members this is not the case. This means that the service delivery in NMMDM within staff members is effective, but needs more improvement since respondents are still not agreeing about the level of service delivery. For community members, the service delivery and communication needs to be properly enhanced. There is a need to identify the barriers that hinder communication within and outside the municipalities.

4.5. BARRIERS AFFECTING EFFECTIVE SERVICE DELIVERY IN NMMDM

Findings from the study revealed that there are many barriers that hinder effective communication between municipalities, staff members and community members. In order to identify these barriers the following questions were asked and presented in tables and figures below:

Figure 4.9. The language the municipality uses to communicate with its communities



This question aimed at determining the languages the municipality uses to communicate with its communities. Figure 4.9 revealed that 44.0% of the community members communicate in Setswana, a majority of the community members (48.0%) communicate in English, while 8.0% of the community members communicate in other languages. Communication is central and not a peripheral component to organisational effectiveness. Communication within the company or any organisation has to be as effective as possible. The ability to communicate effectively and with influence will determine success in the transmitting of messages (Palazzolo, 2008).

Meanwhile, Tubbs and Moss (2006) state that “Communication is effective when the stimulus as initiated and intended by the source or the initiator, corresponds closely to the stimulus as it is perceived and

responded to by the receiver.” Effective communication occurs only if the sender and receiver of messages understand each other well. This means that there is clear understanding of the both intended and interpreted messages. Communication effectiveness occurs when there is more overlap between the meaning of the sender and the meaning of the receiver. Ineffective communication happens when the meaning is not properly construed. Effective communication is 20% what you know, and 80% how you feel about what you know (Citizen, 18 February 2016). Despite the difference in languages among staff members, the Comtask report made it clear that the communication and circulation of information should be better co-ordinated and more focused on the message being passed.

Figure 4.10. Communication issues existing within the municipalities

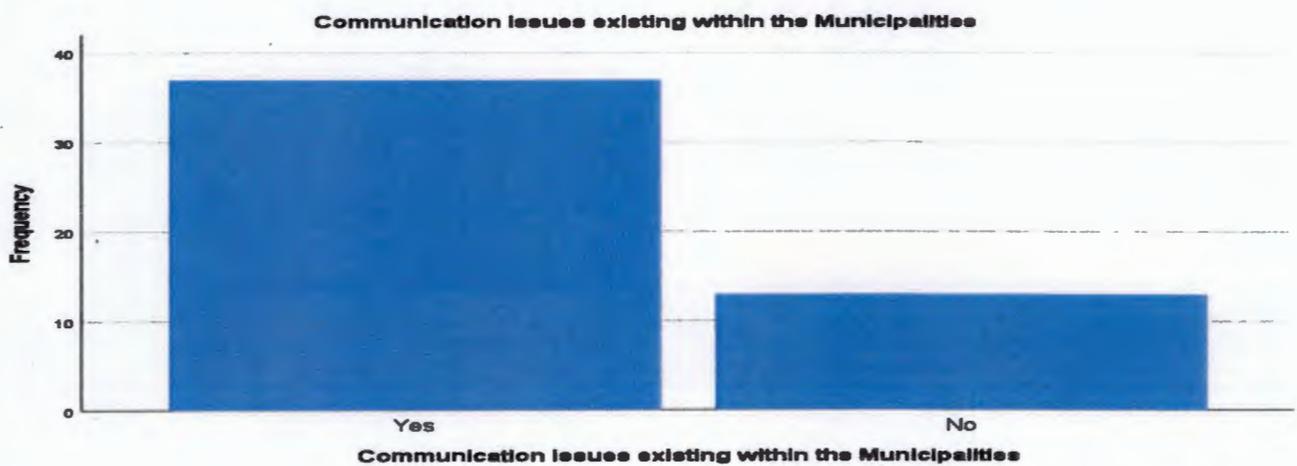


Figure 4.10 aimed at determining communication issues existing within the municipalities. According to the feedback from the community members, a majority of the respondents attested that there are communication issues in the municipality. The result shows that 74.0% of the participants, which is the majority, answered “Yes” that there are existing communication issues within the municipalities while 26.0% responded “No”. Maintaining good communication in any organisation is usually challenging. Tourish and Hargie (1996) state that there is growing recognition among managers that in order to gain managerial objectives, employees in all areas of the organization should be informed about key problems so as to be capable to make contributions vital to the success of the agency. However, the point is further supported by Mulder (2015), who states that very few management teams have a thorough understanding of the complexity of strategic communication within the business environment. Mulder (2015) states that management (or leadership) and communication go hand-in-hand. Steyn (2000) asserts that communication is increasingly gaining the status of an independent management function, as senior communication practitioners are no longer merely seen as “information conduits”, but rather as fully-fledged strategic advisors to top management.

However, finding a balance in bridging communication issues within organisations is imperative. UNCDP (2007) gives an interesting term known as “capacity building.” This capacity building is simply defined as the provision of basic equipment, training and institutional development. Furthermore, Evans *et al.* (2009) define capacity building as a process that strengthens the ability of local communities and organisations to build their

structures, systems, people and skills in order to undertake and develop initiatives that will contribute to sustainable development. Also, McWilliams (2005) defines capacity building as a process whereby individuals and groups develop and/or improve their skills to consolidate systems, resources and knowledge as reflected in their abilities, individually and collectively, to perform functions, solve problems and set and achieve objectives. When this capacity building within organisations is properly integrated, communications issues will be reduced to the barest minimum as all the staff members will develop a good approach toward interacting with others and dissemination of their duties.

Figure 4.11. Time taken to get messages from the Municipalities



Figure 4.11 presented the responses of the community members regarding time taken to get messages from the municipality. The answers shows that some (2.0%) of the community members said that it takes them a week to get information from the municipality, 4.0% of the community members said that it takes them a fortnight, 16.0% mentioned months, 24.0% mentioned quarterly while 54.0% said never. Pretorius and Schurink (2007) posit that post-apartheid South Africa faces a major challenge in ensuring that municipalities provide optimal and professional services to citizens of heterogeneous cultures. Municipalities are established mainly to ensure service delivery to communities under their jurisdiction. Being at the forefront of service delivery, municipalities are better placed to provide much-needed services to communities. However, the opposite is true. The State of Local Government report and the Local Government Turnaround Strategy (2009) found that most municipalities countrywide are struggling to deliver on their mandate, hence there are widespread community protests.

Interestingly, the Municipal Systems Act (2000) refers to municipal service as a service that a municipality provides in terms of its powers and functions, or may additionally provide to or for the gain of the nearby neighbourhood irrespective of whether such a service is provided, or is to be furnished via an internal or by using an external mechanism, or fees or tariffs that are levied in appreciation of such a service or not. The White Paper on Transforming Public Service Delivery (1997) additionally describes service delivery as: the ability of any public institution to supply offerings to the communities in an environmentally friendly and

high quality manner. Improving the delivery of public services means redressing the imbalances of the past, while keeping continuity of service to all ranges of society, focusing on the 40% of South Africans who are living below the poverty line and those, such as the disabled, and Black females dwelling in rural areas, who have been until now disadvantaged in terms of service delivery.

In addition, the language used by the municipality to communicate with the community members is of utmost importance in determining the barriers to effective communication. The findings revealed the following:

Table 4.11 The languages the Municipality uses to communicate with its communities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Setswana	76	60.3	60.3	60.3
		45	35.7	35.7	96.0
	Afrikaans	1	.8	.8	96.8
	Other	4	3.2	3.2	100.0
	Total	126	100.0	100.0	

Table 4.11 presented different languages used by the municipalities in communicating with its communities. The findings show that the majority of the municipalities communicate in Setswana (60.3%), also 35.7% communicate in English, 8.0% communicate in Afrikaans while 3.2% of the municipalities communicate in other unspecified languages. Despite the kind of communication used, it is imperative that the message is passed appropriately and effectively. Effective communication is important for the survival of an organisation, as without it, no organisation can exist. Fielding (2001) concurs when he states that “all organisations regard effective communications as essential for survival. It enables organisations to co-ordinate their activities.” This point is further supported by a study by Johansson (2007) which indicates that organisations with proper communication structures often achieve positive outcomes. This view is further elucidated by Brown *et al.* (2008) who assert that communication lies at the heart of any business and in fact plays an integral part in any business.

Without communication a business would not exist (Fielding, 2001). Communication is a unique and important feature for all organisations (Berger 2008; Greenberg & Baron 2010; Nazer *et al.*, 2011). This is further stressed by Arnold *et al.* (2011) when they state that in today’s business environment, effective communication becomes

a fundamental requirement. Organisations have to communicate with customers, suppliers and the general public and thus communication skills are critical for success. Communication is central and not a peripheral component to organisational effectiveness. Communication within the company has to be as effective as possible. The ability to communicate effectively and with influence will determine success in the transmitting of messages (Palazzolo *et al.*, 2008).

However, Tubbs and Moss (2006) state that “Communication is effective when the stimulus as initiated and intended by the source or the initiator, corresponds closely to the stimulus as it is perceived and responded to by the receiver.” Effective communication occurs only if the sender and receiver of messages understand each other well. This means that there is clear understanding of both the intended and interpreted messages. Communication effectiveness occurs when there is more overlap between the meaning of the sender and the meaning of the receiver. Ineffective communication happens when the meaning is not properly construed. Effective communication is 20% what you know, and 80% how you feel about what you know (Citizen, 18 February 2016)

Furthermore, Venter (2003:369) states that communication comprises verbal (both written and oral) and non-verbal communication (kinesic behaviour, proxemics, para-language and object language). Communication can take place through both verbal and non-verbal means. Verbal communication includes both the spoken and written word, whereas non-verbal communication involves using means other than words to communicate e.g., gestures, facial expression, sign language or objects to transmit a message. It is used unconsciously and involuntarily by the speaker most of the time.

Communication is not only expressed through words. Even when people are silent, they are communicating something, hence the saying that whatever you do, you cannot not communicate. According to research conducted, 80% of communication at work is non-verbal (Erasmus-Kritzinger, 2001). Verbal and non-verbal communication are inextricably linked and most often complement each other.

Having realised the importance of the role of communication and its function in government, a Task Group of communication specialists was appointed to assess the state of communication in the three spheres of government. The mandate required the Task Group on Government Communications to examine government communications at the local, provincial, national and international level, and to make recommendations on new policies, structures and budgets.

Table 4.12 Communication issues existing within the Municipalities



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	84	66.7	66.7	66.7
No	42	33.3	33.3	100.0
Total	126	100.0	100.0	

Table 4.12 ascertains if there are communication issues existing within the municipalities. From the findings the majority of the staff members, (66.7%), responded “Yes” which means that there are communication issues existing within the municipalities, while 33.3% responded “No,” which means there are no communication issues existing within the municipalities. Based on the majority response, Jureddi and Brahmaiah (2016) regarded those issues as barriers to effective communication which are listed and explained below.

- **Language barriers:** Language barriers and linguistic ability could act as a barrier to communication. However, even if communication is within the same language, the language employed in a message could act as a barrier if it is not absolutely understood by the receiver(s). For instance, a message that has plenty of specialist jargon and abbreviations will not be understood by a receiver who is not conversant in the language used. It is vital for organisations to grasp that, due to the obscurity of language, there is invariably an opportunity for wrong interpretation of the messages. This barrier is formed due to the incorrect sequence of sentences and frequent repetitions. This might be referred to as linguistic chaos and ought to be avoided in an organisation.
- **Physical barriers:** a physical barriers to communication is the geographic distance between the sender and receiver(s). Communication is mostly easier over shorter distances. As an example, some individuals speak standing at a distance. On the other hand, individuals with physical issues might not receive data clearly.
- **Attitudinal barriers:** Attitudinal perspective applies to everything for any task we do in our life, whether or not it is straightforward or advanced. As Language is human behaviour, we must always have a decent perspective with the method of our communication. Attitudinal barriers in communication could result from temperament conflicts, poor management, and resistance to change, or an absence of motivation. Organisations ought to avoid such barriers (Crystal, 2003).
- **Psychological barriers:** These barriers are due to individual variations among the individuals within the behavioural aspects and mentality. The foremost vital aspects of the barriers are - stress, anger and unknown accent. It is a well-known issue that some individuals cannot stomach any reasonable stress. In the same manner they cannot manage the strain in their communication and they cannot

management their emotions. Exploding with emotions, like anger, causes distortion of the exchange of concepts.

A manager receives abundant data from his superiors and subordinates and he interprets it for all the workers in keeping with their level of understanding. Hence, the data should be moulded in keeping with the understanding or setting of the receiver. If there is a touch of carelessness during this method, the faulty translation may be a barrier within the communication. As such, it is vital to overcome vulnerable things and emotions that hinder communication skills. To overcome all the communication barriers, sensible expertise is very necessary.

4.6. THE SOCIAL PLATFORM USED BY THE MUNICIPALITY TO COMMUNICATE

Findings from the study revealed various social platforms used by the municipality to communicate with community and staff. The following was revealed:

Figure 4.12. The type of communication used by the Municipality

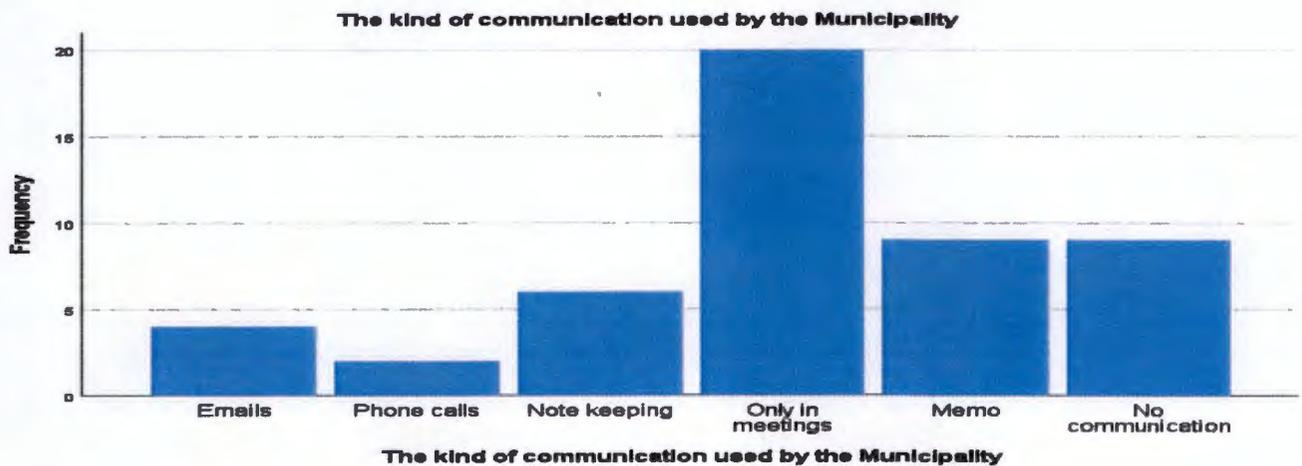


Figure 4.12 presents the answers about the kind of communication used by the municipalities. According to the findings, 8.0% of the community members that participated in the study mentioned the use of email, 4.0% mentioned phone calls, 12.0% mentioned note-keeping, the majority, 40.0%, of the participants mentioned only in meetings, 18.0% mentioned the use of memos while the other 18.0% mentioned “No communication”. The findings are the same with the staff members and as such, response from the staff members was not shown. Adding to the findings, Di Crescenzo *et al.* (2011) posit that various communication channels are utilized by organisations to communicate with employees. They range from traditional print publications (e.g., newsletter, magazines, and memos), phone calls, voicemails, and face-to-face communication, to Web 2.0 tools, such as intranet, blogs, instant messaging, and internal social networking sites.

Table 4.13. Time taken to get messages from the Municipality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Week	39	31.0	31.0	31.0
	Fortnight	15	11.9	11.9	42.9
	Month	23	18.3	18.3	61.1
	Quarterly	18	14.3	14.3	75.4
	Never	31	24.6	24.6	100.0
		126	100.0	100.0	

This question aimed at ascertaining the time taken to get messages from the municipalities. As contained in table 4.13, a majority, (31.0%), of the staff members responded that it takes weeks, 11.9% also responded that it takes a fortnight, 18.3% responded that it takes a month, 14.3% responded quarterly while 24.6% responded never. The above findings are almost the same as the responses of the community members when they were asked the same question. Meanwhile, according to Pretorius and Schurink (2007), South Africa has been facing tremendous challenges post-apartheid regarding ensuring that municipalities provide optimal and professional services to citizens of heterogeneous cultures. Meanwhile, municipalities are established mainly to ensure service delivery to communities under their jurisdiction. Being at the forefront of service delivery, municipalities are better placed to provide much-needed services to communities. However, the opposite is true. The State of Local Government report and the Local Government Turnaround Strategy (2009) found that most municipalities countrywide are struggling to deliver on their mandate, hence there are widespread community protests.

In addition, it was found that these communication processes used by the municipality to communicate with the staff and communities can also break down. As such, the findings on it revealed the following:

Table 4.14. Communication breakdown between municipality and the staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	45	35.7	35.7	35.7
Agree	52	41.3	41.3	77.0
Strongly Disagree	8	6.3	6.3	83.3
Disagree	21	16.7	16.7	100.0
Total	126	100.0	100.0	

This question aimed at determining if there has been communication breakdown between municipality and the staff. The answers as contained in table 4.14 stated that 35.7% of the staff members strongly agreed that there has been communication breakdown between municipality and the staff, 41.3% of the staff members simply agreed that there has been communication breakdown between municipality and the staff; on the other hand, 6.3% of the staff members strongly disagreed while 16.7% disagreed.

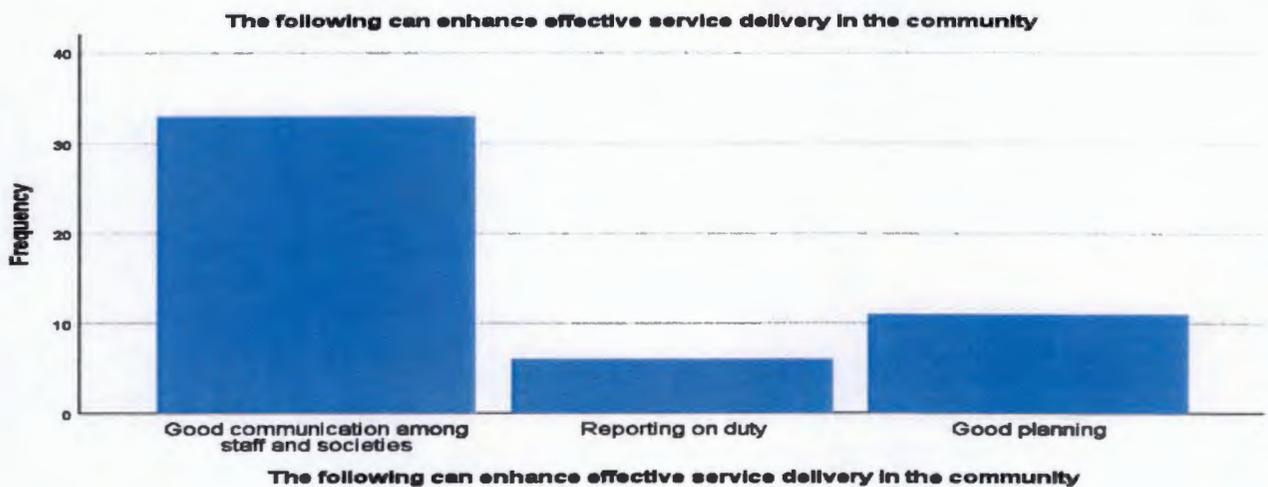
In this regard, enhancing communication process in the municipality is imperative in order to improve service delivery. Hence, external and internal communication processes in the community should be enhanced. By definition, external communication refers to transmission of information between a business and another person or entity in the company's external environment. This means that this kind of communication is outward-looking and primarily seeks to maintain relationships with external stakeholders. According to Saunders (1999), external communication activities significantly contribute to a company's earnings. He is of the belief that good business habits drive good external communication. This kind of communication can happen through the use of mass communication media such as newspapers, radio and television, and the internet. Mass communication is involved with large audiences, frequent reproduction of messages and rapid distribution of messages.

Meanwhile, internal communication can be referred to as the glue that binds management and employees together. According to Bovee and Thill, (2000); Vercic *et al.*, (2012), internal communication is defined as the exchange of information and ideas among employees or members of an organisation (social actors) to build trusting and open relationships and to create understanding. Previous research by Barrett (2002); Hargie and Tourish, (2009); Vercic *et al.* (2012) has recognized internal communication as a strategic and crucial variable in determining organisational success. Internal communication is fundamental to the success of the organisation. Borcaa & Baesu (2014); Vercic *et al.* (2012); Welch (2012); Goodman (2006); Hume and Leonard (2013) affirm that good internal communication can produce competitive advantage. In 2006, Cabinet took a decision that internal communication in government should be strengthened to ensure that public service officials are kept abreast of what government is doing to deliver services to the broader public (GCIS

Government Communicators handbook, 2008). Though government has made great strides in communicating with the public, in particular around its Programme of Action (PoA), it is clear that there is a need to complement public communication with improved internal communication to inform and mobilise public servants in all spheres to play their part in implementation (GCIS, 2012).

4.7. WAYS IN WHICH SERVICE DELIVERY CAN BE ENHANCED IN THE MUNICIPALITY

Figure 4.13. The following can enhance effective service delivery in the community



This question aimed at ascertaining the things that can enhance effective service delivery in the community from the participant's point of view. The answers as contained in the figure 4.13 show that the majority of the participants, 66.0%, agreed that good communication between staff and societies can enhance effective service delivery in the community. Also, 12.0% of the participants agreed that reporting on duty can enhance effective service delivery in the community while 22.0% agreed that good planning can enhance effective service delivery in the community. Owing to the importance of communication in any organisation, Steyn and Puth (2000) posit that adding value to the organizational communications with stakeholders should be managed strategically by means of well-thought-through strategies and systems. Sloan (2009:26) states that stakeholder relationships in turn create sustainability and high-performing organisations financially, socially and environmentally.

It is therefore important for the municipality to identify, categorise, prioritise and communicate with stakeholders effectively in order to have an effective and efficient service delivery. Also, capacity building can help in enhancing service delivery in the communities.

Therefore, the capacity to communicate effectively with constituents is a fundamental function of an organisation. The success and sustainability of effects to strengthen public sector system and process depend in large part on legitimate public authority (Centre for the Future State, 2010). Organisational

communication on capacity building is not just about efficient and effective information dissemination but also the transferability of knowledge to employees and the community at large. It should involve the ability of an organisation to “push out” information where necessary. It should also involve the willingness and ability to speak and listen to employees and societies and to incorporate their needs and preferences into the policy process, and engage local patterns of influence and trusted sources of information.

Furthermore, in 2007/08, the Government Communication Information System (GCIS) initiated the government-wide communication system review as part of a 10-year evaluation of the system. The objective was to better understand communication challenges that still persist, and make recommendations on how to best to address these challenges (GCIS, 2007). Staff members also indicated that the following can enhance service delivery at the municipalities.

4.15 The following can enhance effective service delivery in the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good communication among staff and societies	70	55.6	55.6	55.6
	Reporting on duty	16	12.7	12.7	68.3
	Good planning	38	30.2	30.2	98.4
	Other	2	1.6	1.6	100.0
	Total	126	100.0	100.0	

This study aimed at investigating the effectiveness of municipal communication in order to enhance service delivery and also prevent protests by dissatisfied communities, hence this question intends to determine the things that can enhance effective service delivery in the community. The findings show that 55.6% of the staff members said that good communication among staff and societies can enhance effective service delivery, 12.7% mentioned reporting on duty, 30.2% also mentioned good planning, while 1.6% gave their answer under other.

This question also aimed at ascertaining the things that can enhance effective service delivery in the community from the participant’s point of view. The answers as contained in the figure 4.15 show that the majority of the participants, (55.6%), agreed that good communication among staff and societies can enhance effective service delivery among stakeholders in the community.

Steyn (2000) also adds that stakeholder relationships in turn create sustainability and high-performing organisations: financially, socially and environmentally. It is therefore important for the municipalities to

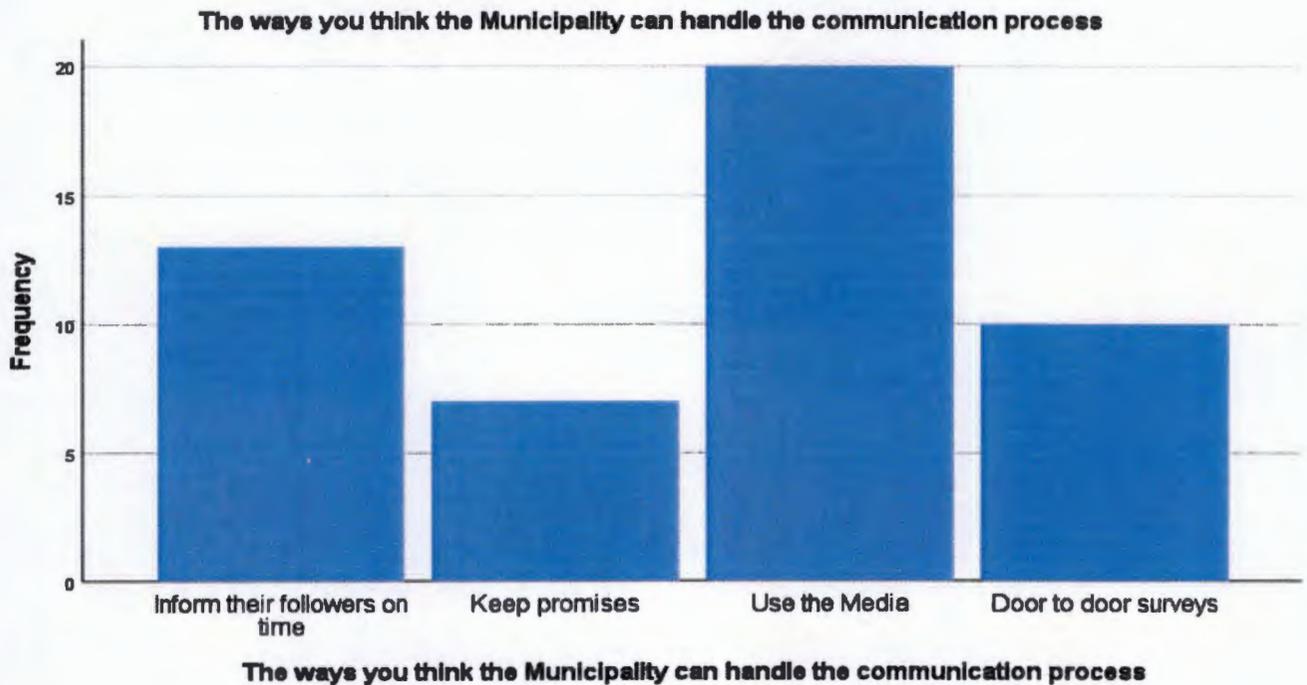
identify, categorise, prioritise and communicate with stakeholders effectively in order to have effective and efficient service delivery.

However, finding a balance in bridging communication issues within organisations is imperative. UNCDP (2007) gives an interesting term known as “capacity building.” This capacity building is simply defined as the provision of basic equipment, training and institutional development. Furthermore, Evans *et al.* (2009) define capacity building as a process that strengthens the ability of local communities and organisations to build their structures, systems, people and skills in order to undertake and develop initiatives that will contribute to sustainable development. Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that government’s central message as outlined in the national GCS, is communicated in an integrated, consistent and co-ordinated manner (GCIS). According to Communication for Governance and Accountability Programme (CommGAP: World Bank, 2008), improved capacity enables a government to better take stock of its citizens’ needs and preferences and to foster a more deliberative public space for multi-stakeholder participation and informed policy debate that lead to enhanced public ownership of and support for policies and their implementation. This can also result in more legitimate public authority and, under certain conditions, improved governance outcomes.

Therefore, the capacity to communicate effectively with constituents is a fundamental function of an organisation. The success and sustainability of efforts to strengthen public sector systems and processes depend, in large part, on legitimate public authority (Centre for the Future State, 2010). Organisation communication on capacity building is not just about efficient and effective information dissemination but also the transferability of knowledge to employees and the community at large. It should involve the ability of organisations to “push out” information where necessary. It should also involve the willingness and ability to speak and listen to employees and societies and to incorporate their needs and preferences into the policy process and engage local patterns of influence and trusted sources of information. More so, Aday *et al.* (2008) posit that effectiveness of municipalities in different provinces have built up capacities in the various communication mechanisms.

4.8. WAYS OF IMPROVING THE COMMUNICATION PROCESS AT THE MUNICIPALITY

Figure 4.14 The ways Municipality can handle the communication process



This question aimed at ascertaining the ways the participants think the municipality can handle the communication process. From the findings, 26.0% mentioned informing their followers on time, 14.0% mentioned keeping of promises, and 40.0% mentioned use of media, while 20.0% mentioned door-to-door surveys. According to Fielding (2001), communications is simply a transaction whereby participants together create meaning through the exchange of words. He sees communication as a transaction process of exchanging messages and negotiating meaning to establish and maintain relationships. Interestingly, effective communication is important for the survival of an organisation; without it no organisation can exist. Fielding (2001) concurs when he states that “all organisations regard effective communications as essential for survival.” It enables organisations to co-ordinate their activities. This point is further supported by a study by Johansson (2007), which indicated that organisations with proper communication structures often achieve positive outcomes. Furthermore, communication is a unique and important feature for all organisations (Berger 2008; Greenberg and Baron 2010; Nazer *et al.*, 2011). Hence organisational managements should work together for effective communication within their sectors.

Furthermore, Mulder (2015) is of the view that no organization can function effectively without communication to support, or often drive, the effort. Communication is very important for stakeholder management. Stakeholders are defined by Freeman (2008) as all of those groups and individuals that can affect, or are affected by, the accomplishment of organisational purpose.

This is in agreement with Sloan (2009:26), who says stakeholder relationships in turn create sustainability and high-performing organisations: financially, socially and environmentally. It is therefore important for the municipalities to identify, categorise, prioritise and communicate with stakeholders effectively in order to have effective and efficient service delivery. Cutlip (2004) goes further to say that good communication between the government and the municipality creates community participation and development which in turn carries the community members along.

Table 4.16 Skills of municipalities in handling communication process in your department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	67.5	67.5	67.5
	No	41	32.5	32.5	100.0
	Total	126	100.0	100.0	

At this point, the question aimed at determining if the municipality has the skills in handling communication processes in the staff department. According to the findings in table 4.16, the majority of the staff members (67.5%) said “Yes” while the other members said “No”. From the findings, there is an encouraging response from the staff members about their municipality’s skills in handling the communication process. Meanwhile, capacity building can also help in improving handling of communication in organisations. UNCDP (2007) stated that capacity building is “the provision of basic equipment; training; and institutional development”. Furthermore, Evans *et al.* (2009) add that capacity building is a process that strengthens the ability of local communities and organisations to build their structures, systems, people and skills in order to undertake and develop initiatives that will contribute to sustainable development. The aim of capacity-building within Local Development Programmes (LDPs) is to improve the performance of local organisations by addressing human resources, material or logistical, institutional and other constraints (UNCDF, 2005) Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that government’s central message as outlined in the national GCS, is communicated in an integrated, consistent and co-ordinated manner (GCIS, 2008).

Table 4.17 Ways the Municipality can handle the communication process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inform their followers on time	37	29.4	29.4	29.4
	Keep promises	10	7.9	7.9	37.3
	Use the Media	50	39.7	39.7	77.0
	Door-to-door surveys	29	23.0	23.0	100.0
	Total	126	100.0	100.0	

This question aimed at ascertaining the ways staff members think that the municipality can handle the communication process. The findings as contained in table 4.17 revealed that 29.4% of the staff members said that informing their followers on time is one of the ways the municipality can handle communication process, furthermore, 7.9% of them mentioned keeping of promises, 39.7% mentioned use of media while 23.0% posited that the use of door-to-door surveys can assist the municipality in handling the communication process. To the researcher, capacity building can help the municipality in handling the communication process. According to Evans *et al.* (2009), capacity building is a process that strengthens the ability of local communities and organisations to build their structures, systems, people and skills in order to undertake and develop initiatives that will contribute to sustainable development. Furthermore, Ngwenya (2002:2) defines capacity building as a process whereby individuals and group develop and/or improve their skills to consolidate systems, resources and knowledge as reflected in their abilities, individually and collectively, to perform functions, solve problems and set and achieve objectives.

The National Capacity Building Framework for Local Government DCoG (2008) defines capacity as “the potential for one thing to happen”. What is more, the framework distinguishes 3 varieties of capacity: individual, institutional and environmental. The aim of capacity-building in Local Development Programmes (LDPs) is to enhance the performance of local organisations by addressing human resources, or materials, or supplying institutional and alternative constraints (UNCDF, 2005). Building capability, each human within the government sphere is key to making sure that government’s central message as printed within the national GCS, is communicated in an integrated, consistent and co-ordinated manner (GCIS, 2008). In line with the Communication for Governance and responsible Programme (CommGAP: World Bank), improved capability

permits a government to improve on its citizens' desires and preferences and to foster an additional thoughtful public area for multi-stakeholder participation and become aware of policy dialogue that causes increased public possession of and support for policies and their implementation. This may additionally lead to additional legitimate public authority and, under certain conditions, improved governance outcomes.

4.9. CONCLUSION

This chapter presented the various questions that were asked of the participants as contained on the questionnaires used for data collection. The data were analysed and presented in a descriptive statistical tables representing the responses from the staff and community members. Furthermore, the subsequent analyses were represented in tables and bar charts to avoid confusion, with the responses from the staff members arranged in tables with those of community members in bar charts. The tables and bar charts were explained and supported with literature for proper understanding of the study. The researcher presented the tables and bar charts one after the other with the bar charts following the tables thereby minimising confusion.

The next chapter presents the conclusion and recommendation of the study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS



5.1 INTRODUCTION

This chapter presented the summary of the study from chapter one through to chapter four with proper analysis of the findings. The previous chapter presented the data analysis which was properly supported with relevant literature in order to drive home the study. Meanwhile, the data as obtained from both staff and community members were analysed one after the other to avoid confusion. This chapter presents the summary of the study from chapter one through to chapter four with proper discussion of the findings, conclusion and recommendations. Generally, the study investigated how effective municipal communication can be capacitated to enhance service delivery. Importantly, communication is a huge integral part of any organization and can never be neglected. Communication can be said to be the process of creating meaning between two or more people through the expression and interpretation of messages. It can also be defined as a two-way process whereby information (messages) is sent from one person or entity (sender) through a channel (medium) to another (receiver) who in turn reacts by providing feedback.

5.2 CONCLUSION AND DEDUCTIONS

This quantitative study aimed at investigating and evaluating the effectiveness of communications sections in disseminating important information/messages to important stakeholders such as communities to inform them about challenges and successes in relation to service delivery. The questions listed below were covered in the questionnaire which generated the answers needed for the study.

- a) How effective are existing communication policies in effecting service delivery in NMMDM?
- b) What are the current communication platforms used by NMMDM in communication?
- c) What are the barriers that affect communication in NMMDM?
- d) In what way(s) can the communication services in NMMDM be improved in order to enhance effective service delivery?

5.3 HOW EFFECTIVE ARE EXISTING COMMUNICATION POLICIES IN EFFECTING SERVICE DELIVERY IN NMMDM?

This research question aimed at understanding how effective the existing communication policies are in providing effective service delivery. The participants' responses were not very positive because there are still existing issues regarding communication in the research setting. The participants' responses showed that they

have different views regarding the existing policies. However, due to the existing policies, the time frames in giving feedback from the higher authorities down to the staff or the community members are not encouraging which, on its own, poses a threat to communication within the research setting. Due to the policies, there are also communication breakdowns in the municipality which need to be addressed, breakdowns such as no follow-up of feedbacks, or no communication at all. Generally, the participants' responses show that the existing communication policies for effective service delivery are not that effective, hence there is a need for a review of the policies and close evaluation for their optimal functioning.

However, drawing inferences from the literatures, Tubbs and Moss (2006) state that "Communication is effective when the stimulus as initiated and intended by the source or the initiator, corresponds closely to the stimulus as it is perceived and responded to by the receiver." Effective communication occurs only if the sender and receiver of messages understand each other well. This means that there is clear understanding of both the intended and interpreted messages. Communication effectiveness occurs when there is more overlap between the meaning of the sender and the meaning of the receiver. Ineffective communication happens when the meaning is not properly construed. Effective communication is 20% what you know, and 80% how you feel about what you know (Citizen, 18 February 2016). Meanwhile, it is the sole responsibility of government communicators and their departments to continue meeting the obligation of government to provide information to the people. Government communication does not take place in a vacuum and therefore it is important for communicators to understand their target audience as well as what they want to communicate. They also need to take into account the issues of language and literacy levels of the recipients of government messages. Steinberg (2000) defines language as a unified system of signs and the grammatical rules that permit a sharing of meaning. Language is our primary means of exchanging messages. Language allows us to describe and evaluate objects, emotions, and ideas we experience (Heath & Bryant, 2000).

5.4. WHAT ARE THE CURRENT COMMUNICATION PLATFORMS USED BY NMMDM IN COMMUNICATION?

For this question to be properly answered it is imperative to properly understand the definition of communication and its importance. Communication is simply the process of sending and receiving information or messages from one person to the other. People express their thoughts through communication. Communication constitutes an important component of any organisation as staff members cannot thrive well together when they do not understand each other or the messages being sent across. For the question aimed at understanding the types of communication process used to communicate to both staff and community, the responses from both staff and community members reveal that there is a huge challenge about the type of communication processes used by municipalities. Staff members indicated that they are only communicated with in meetings, and a few receive emails. Community members are of the opinion that they are communicated with through cell phone messages and emails for those that have emails.

Meanwhile, drawing inference from the literature, Fielding (2001) defines communication as a transaction whereby participants together create meaning through the exchange of words. He sees communication as a transaction process of exchanging messages and negotiating meaning to establish and maintain relationships. Effective communication is important for the survival of an organisation, as without it no organisation can exist. Fielding (2001) concurs when he states that “all organisations regard effective communications as essential for survival. It enables organisations to co-ordinate their activities.” This point is further supported by a study by Johansson (2007), which indicated that organisations with proper communication structures often achieve positive outcomes. Arnold *et al.* (2011) also maintain that in today’s business environment, effective communication becomes a fundamental requirement. Organisations have to communicate with customers, suppliers and the general public, and thus communication skills are critical for success. Communication is central and not a peripheral component to organisational effectiveness. Communication within the company has to be as effective as possible. The ability to communicate effectively and with influence will determine success in the transmitting of messages (Palazzolo, 2008). However Tubbs and Moss (2006) state that “Communication is effective when the stimulus as initiated and intended by the source or the initiator, corresponds closely to the stimulus as it is perceived and responded to by the receiver.” Effective communication occurs only if the sender and receiver of messages understand each other well. Furthermore, Venter (2003:369) states that communication comprises verbal (both written and oral) and non-verbal communication (kinesic behaviour, proxemics, para-language and object language), so communication can take place through both verbal and non-verbal means. This means that the type of communication process or system used by municipalities to communicate to staff and community should be effective and properly managed in order to enhance service delivery.

5.5. BARRIERS THAT AFFECT COMMUNICATION IN NMMDM

This question aimed at understanding the barriers that affect communication in the study setting. The findings from the participants revealed that there are barriers that affect communication, which includes time taken to get messages from and across the municipality, breakdown in communication, and many more. Addressing these barriers means that government and the necessary authorities should be ensuring effectiveness of communication in the municipality. Mulder (2015) states that management (or leadership) and communication go hand-in-hand. Meanwhile, local government has a role to play. According to Horak (2006:5), local government is the link between communities and broader government structures. The Cabinet took a decision in October 2000 to introduce public participation (*Izimbizo*) as a method of interactive governance and unmediated communication. This platform has enabled government to better understand people’s needs and how these needs can best be met (Government Communicators’ Handbook). Most of the service delivery protests that took place in the country between 2007 and 2009 have been blamed in part on poor communication.

5.6 WAY(S) THE COMMUNICATION SERVICES IN NMMDM CAN BE IMPROVED IN ORDER TO ENHANCE EFFECTIVE SERVICE DELIVERY

Enhancing effective service delivery through improvement of communication in the municipalities is a step in the right direction. Communication, as has been seen in this study, is a vital contributor to the success of any business or organisation. The findings from the participants revealed ways communication can be improved to enhance effective service delivery in the municipality, which include good communication among staff and societies, reporting on time, good planning, informing followers, keeping of promises, use of media and door-to-door survey. Generally, the participants responded very well, and their suggestions need to be acted upon for more effective service delivery in the community. According to Steyn & Puth (2000), to add value to the organization, communications with stakeholders should be managed strategically by means of well-thought-through strategies and systems. Stakeholders are regarded as an array of forces (economic, political, or social) that have an impact on an organization's actions, behaviours and policies, including interest groups, parties, actors, claimants and institutions (McWilliams, 2005).

Also capacity-building within organisations can enhance effective communication. UNCDP (2007) defined capacity building as “the provision of basic equipment; training; and institutional development”. Also, Evans *et al.* (2009) define capacity building as a process that strengthens the ability of local communities and organisations to build their structures, systems, people and skills in order to undertake and develop initiatives that will contribute to sustainable development. The aim of capacity-building within Local Development Programmes (LDPs) is to improve the performance of local organisations by addressing human resources, materials or logistical, institutional and other constraints (UNCDF, 2005). Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that government's central message as outlined in the national GCS, is communicated in an integrated, consistent and co-ordinated manner (GCIS). According to Communication for Governance and Accountability Programme (CommGAP: World Bank), improved capacity enables a government to better take stock of its citizens' needs and preferences and to foster a more deliberative public space for multi-stakeholder participation and informed policy debate that lead to enhanced public ownership of and support for policies and their implementation.

Also, individual, institutional and environmental capacity has many roles to play in enhancing effective communication within the municipality. According to DCoG (2011), individual capacity is the “potential and competency that can be found in an individual” which can be as a result of the individual skills and knowledge obtained through any education that would help to improve an organisation. Furthermore, institutional capacity can be defined as “the potential or competency, or lack thereof, found within organisations. It includes human resources (collective individual capacities), strategic leadership, organisational purpose, orientation, institutional memory, internal confidence, partnerships, inter-governmental relations, powers and functions, resources and support systems, infrastructure and financial abilities, structures, processes, culture and by-laws”

(DCoG, 2011). Organisations with these potential capacities are expected to utilise them for the effective functioning of the organisation. This can be done through communication with relevant parties involved within the organisation, while environmental capacity is found outside municipalities' formal structures, in areas that are beyond the control of the municipality. Environmental capacity can be enhanced by interventions that might improve the inter-governmental fiscal system and operating environment of a municipality, and changing national policies and legislation that affect the municipality (DCoG, 2009). The issue of capacity building is further entrenched in Section 154 of the Constitution, which stipulates that the national and provincial government, by legislative and other measures, must support and strengthen the capacities of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

5.7 RECOMMENDATIONS

In order to give detailed recommendations for the study, these will be presented based on practical implementation and practice, policy review and on future research.

Recommendation for practical implementation and practice:

It is recommended that municipal workers should ensure;

- Proper education of the staff and community members on the importance of adequate communication, and the need for communicating.
- Authorities should prioritise communication in the municipalities for better service delivery.
- Time taken for the dissemination of messages to the sub-ordinate members of the municipalities should be revisited for proper service delivery
- Proper communication processes should be used to communicate to both staff and municipalities.
- Proper communication channels should be utilized in communicating with community members

Recommendation for policy review

It is recommended that;

- Strict monitoring and evaluations of the existing policies should be maintained in the municipalities by the higher authorities.
- New policies on communication with community members should be crafted by every municipality in order to ensure that community members are up-to-date with information on service delivery.

Recommendation for future and further research:

It is recommended that the following future research be carried out in order to further boost this study;

- The impact of communication in the municipality and community
- A framework that would ensure effective communication between the municipality and the community members

5.8 LIMITATIONS

This study encountered some limitations. These limitations were encountered during data collection from the community, as some of the community members were not interested in collecting the questionnaire, though the researcher managed to get the community questionnaires filled. Also, time management was a constraint to the researcher and finance for transportation. More so, the questionnaires for staff and community members were drafted differently, which posed a challenge in analysis and write-up as some of the questions overlapped. However, strict concentration was maintained especially during analysis in order to get the work done.

5.9. CONCLUSION

The study investigated how effective municipal communication can be capacitated to enhance service delivery. Hence the researcher structured the study into five chapters starting with the introduction and overview of the study, literature review, research design and methodology, data analysis and presentation, recommendations and conclusion. This final chapter of the study gave an in-depth write-up regarding the study with recommendations.

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APPENDIX A: QUESTIONNAIRES FOR STAFF MEMBERS IN NMMDM

CAPACITATING MUNICIPAL COMMUNICATION IN SELECTED DEPARTMENTS TO ENHANCE SERVICE DELIVERY

PART A DEMOGRAPHIC INFORMATION

1. How many years have you been employed by the municipality?

- Less than 6 years
- 6-15 years
- 15-25 years
- 26 years and longer

2. Gender :Male

Female

3. Please indicate your age in bracket

- 18-25
- 26-35
- 36-45
- 46-55
- 56+

4. Please indicate your highest qualification

- Certificate
- Diploma
- Degree
- Post-graduate

5. Which Municipality do you work?

- Mafikeng
- Ratlou
- Ramotshere Moiloa
- Ditsobotla
- Tswaing

6. Which department do you work?

- Community
- Services
- Local

7. What level/position are you at?

Senior level

Middle level

Junior level



SECTION B: COMMUNICATION AND EFFECTIVE SERVICE DELIVERY

8. Do you think the communications within and between departments are carried out effectively by respective representatives?

Strongly agreed

Agreed

Strongly disagreed

Disagreed

9. Have you been left out on anything happening in the municipality that you think you should be aware of?

Yes

No

If yes (a) what were you left out on?

(b) Why were you left out?

10. In what language does the municipality communicate with its communities?

Tswana

English

Afrikaans

Other _____

11. Do you feel that lack of communication is an issue in your department?

Yes

No

12. How frequent do you get messages from the municipality?

Weekly

Fortnightly

Monthly

Quarterly

Never

13. There has been a communication breakdown between municipality and community

Strongly agreed

Agreed

Strongly disagreed

Disagreed

If so, what kind of breakdown?

14. Which of the following do your municipality have?

Website

Facebook

Twitter

Adobe connect

Instagram

15. Can you rate the communication process in your department as a good and satisfactory process that can enhance service delivery?

Strongly agreed

Agreed

Strongly disagreed

Disagreed

16. Do you have knowledge of upcoming projects the municipality is planning for the community?

Yes

No

Do not know

17. How does the municipality communicate within the municipality itself?

Emails

Phone calls

Note keeping

Only in meetings

Memo

Other specify

18. The following are some of the most common ways organisations communicate with the staff members. Please indicate which of these does your municipality use to communicate with one another in the working environment.

Emails

Phone calls

Note keeping

Only in meetings

Memo

Other specify

19. How does the municipality communicate with the committees in the municipality?

Emails

Phone calls

Note keeping

Only in meetings

Memo

Other specify

20. Which of the following can enhance effective service delivery among various stakeholders in the municipalities?

Good communication among staff and societies

Reporting on duty

Good planning

Others

21. Have there been an occasion whereby duties are not done due to lack of communication?

Yes

No

22. How do you think communication affect the service delivery of the municipality? Please indicate your answer in the box below.

23. Does the municipality have the skills in handling communication process in your department?

Yes

No

24. Please explain the ways you think the municipality can handle the communication process.

THANK YOU FOR PARTICIPATING

APPENDIX B: QUESTIONNAIRES FOR COMMUNITY MEMBERS IN NMMDM

**CAPACITATING MUNICIPAL COMMUNICATION IN SELECTED DEPARTMENTS TO
ENHANCE SERVICE DELIVERY**

PART A DEMOGRAPHIC INFORMATION

1. How many years have you lived in NMMDM?

- Less than 6 years
- 6-15 year
- 15-25 years
- 26 years and longer

2. Gender :Male
Female

3. Please indicate your age in bracket

- 18-25
- 26-35
- 36-45
- 46-55
- 56+

4. Which Municipality do you live?

- Mafikeng
- Ratlou
- Ramotshere Moiloa
- Ditsobotla
- Tswaing

SECTION B: COMMUNICATION AND EFFECTIVE SERVICE DELIVERY

5. Have you been left out on anything happening in the municipality that you think you should be aware of?

- Yes
- No

If yes (a) what were you left out on?

(b) Why were you left out?

6. In what language does the municipality communicate with its communities?

Tswana

English

Afrikaans

Other _____

7. Do you feel that lack of communication is an issue in your municipalities?

Yes

No

8. How frequent do you get messages from the municipality?

Weekly

Fortnightly

Monthly

Quarterly

Never

9. There has been a communication breakdown between municipality and community

Strongly agreed

Agreed

Strongly disagreed

Disagreed

If so, what kind of breakdown?

10. Which of the following do your municipality have?

Website

Facebook

Twitter

Adobe connect

Instagram

11. How does the municipality communicate with the communities?

Emails

Phone calls

Note keeping

Only in meetings

Memo

Other specify

12. Can you rate the communication process in your municipality as a good and satisfactory process that can enhance service delivery?

Strongly agreed

Agreed

Strongly disagreed

Disagreed

13. Which of the following can enhance effective service delivery in the community?

Good communication among staff and societies

Reporting on duty

Good planning

Others

14. Please explain the ways you think the municipality can handle the communication process.

THANK YOU FOR PARTICIPATING