

**THE ROLE OF EXTERNAL GOVERNMENT
COMMUNICATION ON SERVICE DELIVERY AT MANGAUNG LOCAL
MUNICIPALITY**

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A mini-dissertation submitted in partial fulfilment of the requirements for
the degree

Masters in Business Administration

at

Potchefstroom Business School

North-West University

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November 2011

DECLARATION

I, **GINO ALBERTS**, solemnly declare that this work, **THE ROLE OF EXTERNAL GOVERNMENT COMMUNICATION ON SERVICE DELIVERY AT MANGAUNG LOCAL MUNICIPALITY** is my own work. It has never, on any previous occasion, been presented in part or whole to any institution or board for the awarding of any degree.

I further declare that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

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Signature

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Date

ACKNOWLEDGEMENTS

My sincere thanks and gratitude go to the following people whose advice, guidance, support, and motivation have helped me to complete this study.

- The Almighty God for the strength, inspiration and who has helped and carried me through my studies, with love and grace.
- My study leader, Dr.Christoff Botha for his excellent leadership, guidance and support throughout the study period. Your constructive criticism and motivation enabled me to complete this study. May God bless you richly.
- The members of my study group who guided and supported me always.
- My friend, Mr.Satch Sebabole, for his advice and positive support.
- The North-West University: Vaal Triangle Campus Library staff for being so kind and for assisting me every time I needed their help.
- All the residents of Bloemfontein, Botshabelo and Thaba Nchu who participated in completing the questionnaires.
- Mrs.Margaret Linstrom for the professional language editing of this dissertation.
- My colleagues, Mr.Karabo Moroke and Ms.Salaminah Soetsang, for the technical editing of this dissertation.
- A very special word of thanks goes to my lovely wife, Junia Alberts and my wonderful kids, for all their patience, love, support and understanding during the completion of this study.

SUMMARY

Government's mandate (national, provincial, and local government) requires that its communication on issues of service delivery should enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives and implementation of people-centred programmes.

The primary objective of this study was to assess and determine the role of external government communication on service delivery at the Mangaung Local Municipality in the Free State. In this process, the researcher looked at trends in government communication, especially focusing on local government or municipalities.

The secondary objectives was to provide an overview of the concept of local government communication, to establish and analyse the factors that contribute to the gap between local government communication and service delivery, to demonstrate how managing communication in local government can assist in service delivery and to offer a conclusion and recommendations, drawn from the attained results, regarding the role of external government communication on service delivery at the Mangaung Local Municipality, as well as any other problems hampering effective external local government communication.

This assessment was prompted by the service delivery protests in certain areas in our country, including the Mangaung municipal area - and the origin of the increased momentum cannot be pinpointed. The culture of these protests in South Africa is not uncommon, because it is this very phenomenon that has delivered the country into democracy. However, the consequence, in the form of unavoidable violent incidents, is mostly regrettable. These service delivery stand-offs by communities have continued to occur - even during the current dispensation (the post-apartheid government), orchestrated by various factors. Although these factors have ranged from the locality of the municipality; related to a third force; political infighting, etc. – the lack of communication to communities by local councillors, to keep their constituencies informed, is relevant for this study.

To assess the problem, a literature study and empirical research were undertaken. The comprehensive literature study focused on issues of local government communication and service delivery. The following literature sources were consulted to ensure a broad and balanced review of secondary and primary sources of literature on the problem under review: textbooks; journals; magazines and newspapers; master's dissertations and doctoral theses; Internet sources; Government Communication policy document, workshop reports, plans of action, and other documents published by the South African Government used to identify specific guidelines and prescriptions for general government communication. These documents include the Constitution of the Republic of South Africa, the Municipal Systems Act (32/2000), and the Government Communication and Information Services' (GCIS) government communicator's handbook.

The empirical research obtained the required information from people in the Mangaung municipal area, who pay municipal bills at the municipal pay points and who buy electricity at vending machines in Bloemfontein, Botshabelo and Thaba Nchu in the Free State, where this study was conducted.

This study showed that local government or municipality is the link between communities and the broader government structure. If local government is able to implement more effective communication, then damage to the reputation and relationships will be minimised if any problem or crisis occurs.

Until the late nineteenth century organisations, including local government, only communicated informally with the residents in their areas. However, the twentieth century saw both the organisations and the community becoming larger and more sophisticated with each having an increased impact on each other. What organisations had to do is to start to keep track of the impact on the community and also keep track of the public's impact on the organisation. The mass media became very powerful, influential and specialised, which means that the person responsible for communication at an organisation or municipality had to have advanced

communication skills. It was at this point that organisations, including local government, began to create specialised communication roles, such as Media Relations, Communication Research, Outreach and Community Liaison, and Marketing. All these roles became sub-systems of the organisational system.

Local government or municipalities are responsible for the establishment of effective communication channels between themselves and their publics. Some communication channels used by national government with its own publics are good examples that can be adapted by local governments for their own purposes. A few of the local government communication channels includes mayoral izimbizos (now referred to as the Public Participation Programmes) and ward committees.

The research findings revealed that external government communication at the Mangaung Local Municipality is a cause of concern and that it impacts negatively on service delivery. Hence, the researcher is of the opinion that serious intervention is needed in order to change and better the situation at this municipality.

Recommendations have been made on how the Mangaung Local Municipality can improve its external government communication in order to improve and accelerated service delivery to its communities.

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CHAPTER 1

ORIENTATION, INTRODUCTION AND MOTIVATION OF THE STUDY

1.1 Introduction

Government communication is a strategic and planned process aimed at ensuring effective dialogue between government and communities. As communication is one of the strategic functions of government, strategising for communication needs to be a frequent and ongoing exercise in local government (i.e. municipalities).

According to the Government Communications Information Service (GCIS) and the South African Local Government Association (SALGA), there are three spheres of government, namely national, provincial, and local government (i.e. municipalities). Local government or municipalities is the sphere of government which is closest to communities; this places a particular and huge responsibility on municipalities as one of the three spheres of government to fulfill a wide range of communication functions, such as media liaison, marketing, advertising and branding, and direct, intensive and unmediated communication. Municipalities, as government, have an obligation to provide the public with open access to information about policies, programmes, services, and initiatives. Information for public use must be disseminated by and be readily available in municipalities at all times.

1.2 Background to the study

The public expects all organisations, including national, provincial and local government to provide high-quality services. It is no longer possible for government to expect the public to be grateful for any service they deliver. As a consequence, services are being organised with a great deal more public involvement and consultation than in the past.

People not only expect their streets to be kept efficiently clean, but they expect them to be cleaned with courtesy. They expect local government or their municipality to involve them as the residents of that municipal area and provide community leadership in dealing with a wide range of issues - including crime and the environment - that stretch beyond the orthodox services that they deliver.

Government's mandate (national, provincial, and local government) requires that its communication on issues of service delivery should enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives and implementation of people-centred programmes. Hence, this research will focus on the role of external government communication on service delivery at the Mangaung Local Municipality in the Free State. It will also identify problems or challenges. Suggestions to solve these identified problems or challenges will be made with reference to the literature study and empirical research.

1.3 Problem statement

Certain areas in our country, including the Mangaung municipal area, have been plagued by service delivery protests - and the origin of the increased momentum cannot be pinpointed. The culture of these protests in South Africa is not uncommon, because it is this very phenomenon that has delivered the country into democracy. However, the consequence, in the form of unavoidable violent incidents, is mostly regrettable. These service delivery stand-offs by communities have continued to occur - even during the current dispensation (the post-apartheid government), orchestrated by various factors. Although these factors have ranged from the locality of the municipality; related to a third force; political infighting, etc. – the lack of communication to communities by local councillors, to keep their constituencies informed, is relevant for this study.

The role of external government communication on service delivery at Mangaung Local Municipality in the Free State is relevant as such research has never been undertaken in this municipal area, which is situated in the Motheo district in the Free State.

Furthermore, although there is a communication policy and strategy at the Mangaung Local Municipality, the effective implementation of these two communication documents is one of the many challenges that impact negatively on service delivery.

1.4 Objective of the study

The objective of this study is divided into a primary objective and secondary objectives.

1.4.1 Primary objective

The primary objective of this study is to assess and determine the role of external government communication on service delivery at Mangaung Local Municipality in the Free State. The researcher will look at trends in government communication. Systematic and empirical research on the assessment of the role external government communication on service delivery at the Mangaung Local Municipality in the Free State is relevant as such research has never been undertaken in this municipal area situated in the Motheo district in the Free State (refer to 5.5).

1.4.2 Secondary objectives

The following are the secondary objectives of the study:

- to provide an overview of the concept of local government communication

- to establish and analyse the factors that contribute to the gap between local government communication and service delivery
- to demonstrate how managing communication in local government can assist in service delivery
- to offer a conclusion and recommendations, drawn from the attained results, regarding the role of external government communication on service delivery at Mangaung Local Municipality in the Free State, as well as any other problems hampering effective external local government communication (refer to 5.5 and 5.6).

1.5 Scope of the study

The empirical data was collected amongst people who pay their municipal accounts at municipal pay points and electricity vending machines at the Mangaung Local Municipality in the Free State. All the municipal pay points and electricity vending machines in Bloemfontein, Botshabelo and Thaba Nchu were visited personally by the researcher and two assistants and the questionnaire were explained to each respondent. The questionnaires were distributed personally, with the help of the assistants, to the respondents. The completed questionnaires were collected personally immediately after completion and interviews were also conducted.

1.6 Research methodology

According to Neuman (2007: 2), research is a way of going about finding answers to questions, or the process in which scientific methods are used to expand knowledge in a particular field of study. Social research is to find out something new and original about the social world. Neuman further states that social research is a process in which people combine a set of principles, outlooks and ideas (e.g. methodology) with a

collection of specific practices, techniques and strategies (e.g. a method of inquiry) to produce knowledge. It is an exciting process of discovery, but requires persistence, personal integrity, interaction with others, and pride in doing quality work. According to Neuman (2007: 2), researchers combine theory and ideas with facts in a systematic way by also using their imagination and creativity.

The research on the role of external government communication on service delivery at the Mangaung Local Municipality in the Free State will be conducted by means of two approaches, namely a literature study and an empirical study.

1.6.1 Literature study

According to Joubert (2007: 6), a literature study is most often associated with science-orientated literature, such as a thesis. The literature study usually precedes a research proposal, methodology, and results section. The ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as the justification for future research in this area.

The following literature sources were consulted to ensure a broad and balanced review of secondary and primary sources of literature on the problem under review: textbooks; journals; magazines and newspapers; master's dissertations and doctoral theses; Internet sources; Government Communication policy document, workshop reports, plans of action, and other documents published by the South African Government used to identify specific guidelines and prescriptions for general government communication. These documents include the Constitution of the Republic of South Africa, the Municipal Systems Act (32/2000), and the Government Communication and Information Services' (GCIS) government communicator's handbook.

1.6.2 Empirical study

A questionnaire directed at the target group, people who pay municipal bills in respect of this study, was developed. The questions applicable to this study were carefully selected and adjusted. The content of the questionnaire was specifically evaluated in terms of the non-ambiguity, relevance, general validity, and interpretation. Every precaution was taken to ensure that these questions were understood and that good quality answers were obtained. Data was collected by means of questionnaires, personal interviews, and documentary evidence.

Permission was obtained from the Mangaung Local Municipality to conduct this research among its residents in the municipal area.

A questionnaire, with both open-ended and close questions to obtain both qualitative opinions of members and quantitative data, will be designed to measure the effectiveness of Government Communication in ensuring effective service delivery to its communities in the Mangaung municipal area. For the purpose of this study, a random sampling method will be used. A total sample of 500 questionnaires will be distributed to the residents in Bloemfontein (250 questionnaires), Botshabelo (150 questionnaires), and Thaba Nchu (100 questionnaires) - the three towns of the Mangaung Local Municipality. The questionnaires were distributed at the municipal pay points and electricity vending machines. Since the majority of the residents had a limited command of English, the questionnaires were in English, Sotho and Afrikaans (the three official languages of the Mangaung Local Municipality). The use of the residents' mother tongue ensured effective communication since most residents could not express themselves in any other language, other than their mother tongue. The questionnaires were distributed personally by the researcher and two assistants at the municipal pay points and electricity vending machine, and they waited for the respondents to complete the questionnaires and to give them back immediately after completion.

To cater for those who cannot write or read (e.g. the disabled, the blind), personal interviews were conducted with them by the researcher and the two assistants. The purpose of these personal interviews was to obtain their response on the challenges they face with regard to the role of Government Communication in rendering effective service delivery by the Mangaung Local Municipality. The target group for this scientific research consists of potential municipal service clients in the Mangaung Local Municipality.

Babbie (2007: 108) says that scientific research includes the following steps:

- Literature study
- Empirical research
- Interpretation of the data
- Conclusions
- Recommendations

The researcher supports the viewpoint of Babbie that a research strategy is important if an issue is researched, as it enables the researcher to handle a research project in a systematic and structured manner. The research project for this study was undertaken in accordance with this viewpoint.

1.7 Limitations of the study

Limitations could hamper the results of a study. Therefore, these limitations are important to keep in mind as they may have an effect on the research results. The limitations of this study have to be taken into consideration when the results and conclusions of this mini-dissertation are applied in a broad sense at the Mangaung Local Municipality in the Free State. The limitations include the following:

-The study is only focussed on a specific geographical area, namely, the Mangaung Local Municipality, which includes Bloemfontein, Botshabelo and Thaba Nchu. This is a limitation in the sense that the findings of the study cannot be taken as a general representation of local government communication on the functionality of service delivery in the Free State or within South Africa.

-The language barrier is a limitation that can be overcome by means of producing the questionnaire in the three official languages used in Mangaung, namely, Afrikaans, Sesotho and English.

-The fact that some of the respondents will be in a hurry could create problems when filling in questionnaires.

-People may be reluctant to fill in the questionnaire as they will be doing it whilst standing. That may cause them to be uncomfortable whilst filling in the questionnaire.

1.8 Chapter outline

Chapter one – This chapter contains the scope and method of study. Specific topics covered in this chapter include an introduction, the problem statement, and the objective of the study, which entails primary objective and secondary objectives. The scope of the study, including the field of the study and geographical boundaries, is then discussed. The research methodology, questionnaire and limitations also form part of chapter one.

Chapter two – This chapter consists of a comprehensive literature study on issues of local government communication and service delivery.

Chapter three – This chapter discusses the relevant research methodology which will be used for this study.

Chapter four – This chapter conducts an empirical study among people who are paying municipal accounts at the municipal pay points and buying electricity at the electricity vending machines in the Mangaung municipal area, which includes Bloemfontein, Botshabelo and Thaba Nchu. This is done by means of interviews and questionnaires to get a clear picture of the current situation of external local government communication on the functionality of effective service delivery.

Chapter five– This chapter offers the conclusions and recommendations on the research findings from the interviews and questionnaires. This chapter provides a possible solution to the role of local government communication on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State.

1.9 Conclusion

In this chapter, the problem statement was outlined. Primary and secondary objectives were set, and the research and the methods that will be used to reach the research objectives were discussed.

In the next chapter, a detailed literature study explores issues of local government communication and service delivery.

CHAPTER 2

EFFECTIVE SERVICE DELIVERY IN MUNICIPALITIES: THE REGULATORY ENVIRONMENT

2.1 Introduction

In the Republic of South Africa, local government or a municipality operates as an autonomous sphere of government within a highly defined and complex legal environment (Government Communications Information Service (GCIS) and the South African Local Government Association (SALGA), 2008: 1). According to the author of the communication and public participation strategy of the Maphumulo Municipality (2010: 6), communication services and other services, such as customer services, at municipalities need to comply with a policy framework developed in accordance with the prevailing local government legislation, but considering precedents set by the norms and standards guiding the above-mentioned system of government communication.

According to the GCIS and SALGA (2008: 1), political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored, and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action as contained in the legislative framework and the Integrated Development Plan (IDP).

Skosana (2007: 17) indicates that municipalities face enormous challenges in developing settlements which needs to improve the quality of life of local communities. To meet these challenges, municipalities need to understand the various dynamics operating within their areas, develop a concrete vision for the area and strategise for realising and financing that vision with other stakeholders like the national and provincial

government. A prerequisite to address and meet these challenges is the Integrated Development Plan.

Skosana (2007: 18) defines Integrated Development Plan (IDP) as a process through which municipalities prepare a strategic development plan for a five-year period. The IDP is a product of the integrated development planning process. The IDP is a strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality.

According to the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce IDP's. As the Integrated Development Plan is a legislative requirement, it has legal status and it supersedes all other plans that guide development at local government level.

Through the Integrated Development Plan, the municipality is informed on the problems affecting its community area. Guided by information on available resources, it is able to develop and implement appropriate strategies and projects to address the problem.

As such, a municipality must have a dedicated capacity such as an Integrated Development Plan manager and an Integrated Development Plan unit or department, which puts in place an intentional and planned communication programme.

Mackay (2006: 13) writes that there is a need for three spheres of government for institutional arrangements and intergovernmental systems to be in place to ensure an integrated and coherent system of government communication; thus ensuring that communication messages and information on issues of government, e.g. key messages from government, such as "WORKING TOGETHER WE CAN DO MORE", reach all the people or citizens. Therefore, the municipal communication programme needs to be adequately co-ordinated and synergised with the provincial and national communication programmes.

For a municipality to meet the information needs of all citizens, it must:

- consider the constitutional right of the people to have access to information on issues of government and service delivery
- have trained and knowledgeable staff that can provide information to the people
- ensure that service is timely, courteous, fair, efficient and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public, and
- ensure that published information is available on request in multiple formats to also accommodate special groups.

Horak (2006: 5) emphasises that local government is the link between communities and the broader government structure. It is an open system within the larger supra-system of national and provincial government. She further indicates that local government utilises a number of subsystems to accomplish its mandate and is strategically placed in communities to build relationships necessary for service delivery and feedback to broader government. If local government is able to implement more effective communication, then damage to the reputation and relationships will be minimised if any problem or crisis occurs.

The South African political dispensation places a definite emphasis on the two-way interaction between government and its citizens. Government places this emphasis, especially on local government and its publics, with the aim to improve the management of government in order to provide for the specific and basic needs of the communities they serve.

2.2 Definitions

It is important for the purpose of this study to have an understanding of the definitions of the relevant different phenomena that will be used in this study. These include:

- **Communication** – A process of transferring information from one entity to another.
- **Integrated Development Plan (IDP)**—A process through which municipalities prepare a strategic development plan for a five-year period.
- **Supra-System** – Typically, the smaller units comprising a system are called sub-systems or components, and the larger unit enclosing a system is a supra-system.
- **Developmental Local Government** –It means a local government committed to work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and to improve the quality of their lives.

2.3 The nature of local government communication

According to Horak (2006: 80), a shift of focus in government communications came with introduction of a new political dispensation in 1994. A definite obligation is placed on local government to view communications as a strategic tool, both in relation to the mandate of service delivery as well as the primary channel to ensure public participation in the process of democracy. Every voice counts and every person staying in a specific municipal area may hold the municipality in that area accountable for its decisions and actions with regard to service delivery.

According to the GCIS and SALGA (2008: 1), political leadership and management of the communication function at a local municipality, such as the Mangaung Local Municipality (where this study will be conducted), is a critical success factor in ensuring healthy communication with the communities in the municipal area.

2.3.1 The Constitution of the Republic of South Africa, 1996

Hetherington and McKenzie (2004) write that the adoption of the new Constitution of the Republic of South Africa in 1996, as well as the series of laws guiding local government or municipalities in the country, has changed the way in which local government or municipalities are required to communicate with communities. According to Article 32(1) of the Constitution of the Republic of South Africa (1996), every South African has the right to access any information held by the state.

The Constitution of the Republic of South Africa, 1996, contains a number of sections which set the tone for local government communication. In the chapter on local government, these include:

- Section 152 (1): In setting out the objects of local government, it states that the municipalities must “encourage the involvement of communities and community organisations in matters of local government”.
- Section 160 (7): “A municipality council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so”.
- Section 162 (3): “Municipal by-laws must be accessible to the public”.

Other important sections of the Constitution include the founding provisions, which refer to the official languages. The Constitution stipulates, in Section 6(3) (b), that municipalities must take into account the language use and preference of their residents when communicating with them.

Relevant sections of the Bill of Rights include the right to freedom of expression, the right to receive information, and the right of access to information, which include access to any information held by the State. Other legislation guiding local government to create an enabling environment for a comprehensive communication environment are the White paper on Local Government, the Local Government: Municipal Structures Act, 1998 (Act, 1998 (Act 117 of 1998), and the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

2.3.2 Local Government Municipal Systems Act

The Local Government Municipal Systems (Act 32 of 2000) provides strict rules on communicating with the public.

Section 16 of the Act provides for the development of a culture of community participation by stating:

- A municipality must develop a culture of municipal governance that complements formal government with a system of participatory governance.
- A municipality must contribute to the building of the community, councilors and staff to foster community participation.

Section 18 of the Act prescribed that when government communicates with its residents, it must take into account:

- The language preference and usage within the municipal area; and
- The special needs of people who cannot read or write (South Africa, 2000).

Section 21 of the Act prescribes that communication with the local community must take place as follows:

- Messages can be communicated by way of notification in newspapers or radio broadcasts.

- It must be done in the official languages determined by council.
- Staff must assist members of the public to complete forms and must give explanations where required.

Based on the above-mentioned sections of the Act it is clear that government has a responsibility to give feedback on government programmes to its citizens and also respond in an acceptable manner to the needs of the citizens. Government has to reach out to its citizens and communicate its messages through the relevant media channels and by using the official languages understood by the residents in that specific area.

2.4 Strategising for communication in government

According to the GCIS and SALGA (2008: 3), communication takes place in a complex environment with voices that have objectives that are different and often opposing. And, this happens in a world made up of a vast array of interests and concerns, and a world in which everyday concerns weigh heavily on most people.

Government communicators must therefore speak with a shared purpose and clarity of message. Actions must be informed by an understanding of the environment they are working in, of who they are trying to reach, what they are thinking, and how they can best be reached. In other words, government communicators must strategise for communication, translating their ideas into a concrete programme of action that promotes their objectives.

The communication strategising process should contain the following core elements:

2.4.1 Background

The background should outline everything that has led to the need for the communication strategy to ensure that the municipality is conducting the right campaign

and engaging the right stakeholders. The desired outcome of the particular programme should be stated.

To ensure that the right terrain is engaged and the right battle is fought, the municipality needs to start by understanding what has led to the need for the communication action. This is the pre-history of the campaign—the facts that locate it within broader and longer term developments.

2.4.2 Communication objectives

The objectives must clarify the intended outcomes that the municipality wants to achieve. It will broadly clarify why the municipality is communicating and what it is trying to do. Is the municipality trying to:

- inform?
- educate?
- build support for a policy proposal?
- reassure people?
- dispel misleading information?
- halt or reverse the acceptance of misleading information by others?
- persuade opponents of a policy to change their minds?
- change dangerous behavior?
- encourage participation in a campaign or election?
- provide feedback about a departmental, municipal or government programme?

The municipality must understand and know its target audience and know what it is that it wants to communicate, and how and when. The municipality cannot communicate issues on youth development to old people at a venue where they are getting their pension grants and by making use of English for people who only speak and understand Setswana.

When clarifying the objectives, the municipality must return to the background. At this stage (the clarification of objectives), the objectives remain strategically broad - it will get sharper, more concrete, and more specific after the next stage (of scanning the environment and defining communication challenges and the message). Communication objectives must not be confused with the outcomes or objectives of specific policies or programmes. For example: "To ensure that poverty is reduced by half in the municipality by 2014" is not a communication objective; rather "To ensure that communities are aware of programmes offered by the municipality to fight poverty".

2.4.3 Environmental analysis

Understanding the environment of the municipal area requires thinking about the particular matters that need to be dealt with, i.e.: what is the public mood; the media agenda; the attitudes and concerns of the various sectors and forces at play; what others are doing or are likely to do; how can we expect things to develop; what historical factors may be brought into play; which resources are available; or the disposal of those who might join as partners in action?

Scanning the communication environment enables the communication strategies to take action that is appropriate, and therefore effective. It allows the municipality to anticipate changes and make timely intervention. It includes scanning of the current environment and the likely future environment.

2.4.4 Communication challenges

Having considered as a municipality, after the third step of communication strategising, the broad objectives in the context of a defined environment will lead to identified specific communication challenges which have to be met successfully in order to achieve the objectives. According to the GCIS and SALGA (2008: 14), challenges could

be developments, which can be expected and take full advantage of, or obstacles which need to be overcome. Once challenges are clarified, it will be possible to know exactly what must be communicated and how it should be done.

The broad objectives in the context of the communications environment will lead to identifying specific challenges that will be faced and which will have to be met successfully in order to achieve the broad objectives.

Challenges, such as not having enough manpower to do public participation, can be almost anything. Obstacles could be in the form of misinformed beliefs that have to be changed through an awareness campaign – e.g. on the dangers of smoking. It could be the challenge of activating maximum support, or bringing together different supportive sectors in a single campaign. Once these challenges are understood it can be answered and addressed by the team who are preparing for the awareness campaign.

2.4.5 Messages and themes

A distinction must be drawn between core themes and sub-themes in order to have a clear understanding of the two. It is important to avoid simply making a list of messages. Rather have a core message with important sub-themes and sub-messages.

The core message for the municipality on a specific campaign, e.g. “WORKING TOGETHER TO CREATE A SMOKE-FREE ENVIRONMENT”, must be integrated with government’s core message for the next five years, which is “WORKING TOGETHER WE CAN DO MORE”. The government core message is important because it communicates the central message adopted by Cabinet in the national communication strategy.

A decision on what to say has to be taken, not as words or slogans- that comes later- but the concepts and themes. A distinction is drawn between the core themes and sub-themes. If this is done effectively it will allow the municipality to formulate a core message and subsidiary messages, again not necessary as the actual slogans and words that will be used, but as statements of the content that needs to be conveyed. Once the rest of the communication strategy is completed, it may become easier for the team which is preparing for the campaign on the dangers of smoking to advise on the overall slogan for the campaign.

- **Messengers, audience and channels**

A campaign should always have its own voice. This requires a detailed breakdown of the audiences it is aimed at. Certain questions needs to be answered: who will speak to whom? In what ways will they be addressed? Is the message accessible? Through which channel will it be communicated? What is the preferred language? It is best to identify the principal spokesperson or persons for the communication action that is planned - someone to represent and reinforce the particular characteristics that define the campaign and its brand attributes.

2.4.6 Phased communication programme

According to the GCIS and SALGA (2008: 15), there are two parts to a communication campaign: the phasing process and the broad outline. There is seldom only one stage to a campaign. One usually moves, as in the case of Y2K, from the first phase of education and awareness; to a second of mobilising for action (in this example, preparing for the millennium); and then to a third phase (for example, reassuring that the country is prepared). Each phase has different needs and challenges.

- **Structures and processes**

Implementing a communications strategy requires consultation with various structures, such as Non-Governmental Organisations (NGOs) and other opinion-makers. There has to be clarity as to who the partners of the programme are and what their roles will be. At the consulting stage, the initial strategising is done to a large extent. The detailed development of the campaign and implementation requires a different process.

The development, implementation and management of a programme require the right structures, such as a communication task team. Generally, a communication task team will take responsibility for these processes. It must be made clear who will have sign-off powers for draft strategies, design of artwork, etc. It is imperative that the spokesperson for the campaign comes from the lead department, whether it is single department campaign or a transversal campaign involving more than one business unit.

The structure, the communication task team, mainly consists of two tasks, namely the writing of the communication strategy and the development of an action plan. The structure will provide strategic management for the campaign, monitor and analyses communication and media coverage so that the effectiveness of the campaign can be assessed, and its implementation or direction modified if needed. It will constantly measure the unfolding campaign against the objectives and challenges and ensure it adheres to the message.

- **Strategy document and action plan**

According to SALGA and GCIS (2008: 15), a well-written communication strategy is a critical part of a campaign. The document will guide all future actions. It should include all time frames to guide the implementation of the campaign. It will be the standard against which the success or failure of the campaign is measured, and is the most critical means for keeping the campaign on track.

It needs to be clear, concise and well-written in a form that is easily understood and convincing. It should not be in a series of bullet-points, but a logical presentation of the thinking behind the strategising, articulating the core message and themes.

2.4.7 Budget

The budget must cover the entire programme as it is implemented and must be able to sustain the programme which is planned according to the municipality.

2.5 The role of communication

Horak (2006: 21) states that until the late nineteenth century organisations, including local government, only communicated informally with the residents in their areas. However, the twentieth century saw both the organisations and the community becoming larger and more sophisticated with each having an increased impact on each other. What organisations had to do is to start to keep track of the impact on the community and also keep track of the public's impact on the organisation. The mass media became very powerful, influential and specialised, which means that a person responsible for communication at an organisation or municipality had to have more communication skills. It was at this point that organisations, including local government began to create specialised communication roles, such as Media Relations, Communication Research, Outreach and Community Liaison, and Marketing. All these roles became sub-systems of the organisational system. Grunig (2001: 6) says there is a mutual dependence between an organisation and its community, but they must co-ordinate their behaviour to minimise conflict and damage to each other in order to ensure survival of both parties.

2.6 The ten basic principles of government communication

According to the GCIS and SALGA (2008: 6), there are certain core principles that should guide all government communication. These “Ten Commandments of Government Communication” apply to government communicators in all three spheres, namely, National, Provincial and Local Government:

2.6.1 Government work is public policy

- In any democracy, government is elected by its people, and it is therefore an institution for the people by the people. It is essential that ordinary citizens are constantly informed about government work and empowered to take an active part in it.
- Government needs to make an effort to constantly counter insinuations that government work is secretive whenever and wherever it surfaces.

It is important that government comes back to the people through outreach programmes such as imbizos or public participation programmes and public meetings to give feedback on the work they have done and envisage doing.

2.6.2 A central communication service must have the authority to carry out its work—it must be located in the highest office

- To ensure legitimacy and effectiveness, all government communication must have its genesis and co-ordination from the highest office in the Government’s structure.

- On all other levels, communication structures must be placed in the offices of the political principals.

Structures such as the communications and media liaison unit must be located in the office of the executive mayor at a municipality.

2.6.3 Political principals are the main communicators

- Government communication must, in the main, be done by the individuals holding positions of political oversight or leadership.

The executive mayor at a municipality is the primary communicator on issues of the municipality and service delivery to the residents of that municipal area.

2.6.4 Everyone in government is a communicator

- Everyone working in government is indirectly a communicator and must therefore assume the role of an emissary and be a positive representative of government.
- This is pertinent in every public service member's behaviour, including verbal and non-verbal interaction with the people.

Workers at a municipality are secondary communicators and need to be informed on issues of the municipality and service delivery of the area they serve.

2.6.5 Communication must be based on an integrated communication strategy and programme (with core messages that guide all actors)

- The central communication service must co-ordinate the formulation of the main and all-encompassing communication strategies for the whole of government.
- All different spheres and parts of government must at all times communicate in one voice, meaning there must be consistency in messaging.

The key message for all three spheres of government for the next five years is, “WORKING TOGETHER WE CAN DO MORE”. This is the message that the three spheres of government is communicating to its citizen and no other message is communicated. What can happen is that words can be added, as long the key message is still reflected, for example, “WORKING TOGETHER FOR A BETTER EDUCATION SYSTEM”.

2.6.6 Communication structures do not determine policy—they articulate it

- Government policy and priority are pre-determined and communication is there to inform and accurately disseminate it to the public.
- Government structures such as the provincial communicators forum is a platform where communicators comes up with ways on how best they can articulate government policies and communicate it to the citizens.

2.6.7 Communication is more than just media liaison

- In communicating, special effort must be taken to seek, evaluate and where feasible, employ all available measures or tools to get the message across.

- In implementing major campaigns, in particular, a multimedia approach must be adopted for effective message diffusion and sufficient reach.

Live broadcasting of a budget speech delivered by the executive mayor over a community radio station is an effective way to communicate the intentions of the municipality on how to accelerate or better service delivery to the community and also making the speech available in the language that is understood by the residents, at the venue where the budget speech is held.

2.6.8 Direct communication and mutual exchange of views with the public is the most effective form of communication (where possible, there should be communication in all localities)

- Communication structures must be established to enable interaction, mediation or otherwise, between government and the public.

Public meetings are the right platform where direct communication between government and the public takes place. A person can raise an issue, and if possible, the executive mayor can respond immediately to the issue.

2.6.9 In working out campaigns and programmes, there must be a deliberate effort to understand the communication environment

- Research is an integral part of the communication process.
- In any event, the success of communication depends on the accurate diagnosis of the surroundings that will inform, among other things, the selection of appropriate messages, target audiences and media platforms.

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

- Government does not function in a vacuum and for maximum communication impact, especially in terms of credibility and reach, role-players such as non-government organisations (NGOs), opinion-makers and other important figures need to be involved.

Public participation on the Integrated Development Plan (IDP) of a municipality is a good example of active participation between government and other role-players such as the business sector, NGOs, and other important figures.

2.7 Communications at local government level

Killingsworth (2009: 2) states that as citizens, we rely on government policies and regulations to manage and maintain our civil, democratic societies. Out of the three levels of government – national, provincial and local - local government has the most influence over our day-to-day lives. How local governments communicate with and engage their citizens directly impacts on their ability to deliver effective services to its people and good government.

Society depends on communication to function successfully. In its simplest form communication may be defined as a two-way process in which thoughts and feelings are imparted or exchanged. Communication is complex and requires effort and the ability to function successfully. Interpersonal communication takes place socially and in the business sector. It is a product of the communication's culture and background.

In this regard, Haycock (2005: 53) points out that culture, education, class, age, attitude, mother tongue and opinions are interrelated, and form a person's background.

Accordingly it is practiced in different ways in different countries and regions. These factors affect communication and should be noted carefully by the transmitter.

According to the Internet Dictionary, communication can further be defined as a process of transferring information from one entity to another. Implicit in the statement is the fact that all communication is purposeful and everything possible should be done to achieve that purpose. But, communicating information without having any intentions or purpose is a futile exercise and this cannot be the practice in local government. Hence, effective communication is vital. But, what is effective communication? Wagner (2009: 2) indicates that the ability to communicate effectively is an art that can be used in many areas of your life, from employment and education to parenting and relationships. An effective communicator takes into account the audience or listener receiving the message and communicates accordingly. Wagner defines Effective Communication as follows:

Effective Communication is a process where a message is received and understood by the receiver in the manner that the sender intended it to be.

To effectively communicate a message, understanding how a receiver will process the message is very important. It is further important to include visuals, auditory effects, as well as kinesthetic information to appeal to the widest range of listeners.

Robbins supports (2010: 1) Wagner's view by saying that effective communication is the key to get you to where you want to be in your life. Communication is an essential skill for successful business and personal relationships. 'Man is not an island' – communication has the power to destroy, or build relationships. Communication has an impact whenever it occurs – we can use communication to influence every interaction in a positive way, by developing the skills needed to communicate effectively.

The ability to connect and build rapport with other people is a foundation life skill and should ideally be actively developed from an early age. It is a learned skill and can be

used at any age. Effective communication is the key to success in life, in work and in relationships. Good communication skills can reduce misunderstandings, errors, frustration, and conflict on a daily basis.

Citizens rely on government policies and regulations to manage and maintain our civil, democratic societies. Out of the three levels of government – national, provincial, local – local governments have the most influence over citizens' day-to-day lives. How local governments communicate with and engage their citizens directly impacts their ability to deliver good services and good governance.

2.8 Improving communication between the community and local government or municipality

While most South Africans would recognise their president passing in the street, it is not so likely that residents would recognise their mayor, speaker or any local leaders such as ward councilors, ward committee members, or street committee members. Indeed, it is a challenge for local leaders to gain recognition from their constituents; however, another equally challenging situation for municipal leaders is finding ways to establish effective communication with residents. According to Longren (2009: 2), this communication includes the interaction among leaders and their residents, including explanations of local policies and measures, but it also includes the ability of residents to contact municipal officials and councilors to communicate needs and express support or opposition. Longren (2009: 2) further indicates:

- create transparent means of communicating decisions and policies. Municipal leaders must publicly announce all city and town business by making that information available through local news media, websites of the municipal departments and public meetings. Any decisions should be made only after consultation with voters and other constituents.

- boost recognition of local leaders through social networking and websites. Create webpages and Facebook pages for the municipal council and the mayor. These sites should include photographs of each council member and the mayor and should announce any upcoming meetings and topics under discussion as well as decisions and votes taken by the council or mayor.

- schedule regular ward meetings. The ward meeting allows leaders to meet face-to-face with local residents in an informal environment. These meetings should be conducted periodically and should include not just the president of the municipal council or the mayor but other leaders like the members of the mayoral committee who are responsible for hot topics or recent municipal decisions.

- establish a hotline for resident call-ins. Telephone hotlines can be useful to get information from constituents. The hotline can serve as the main contact point to report situations, such as a fallen street sign or malfunctioning light or to complain about garbage collection.

-visit constituents at homes or at neighbourhood gatherings. Make contact with individual residents in pre-arranged garden parties, small home parties, or by knocking on people's doors and introducing yourself as a municipal leader. Residents will be more likely to speak out or take part in future discussions if they have met someone who is part of the municipal decision-making process.

Based on the above-mentioned it is clear that it is imperative that the municipal leadership must practice the open door policy with the community that they serve. This leadership must be available for the community, be easily accessible and be in the position to assist communities with their needs.

2.9 Service delivery in local government

The South African legislation on local government emphasises that municipalities have a pivotal role of democratising society and fulfilling a developmental role within the new dispensation. This implies that municipalities must have policies and institutional frameworks that support and sustain the development of local people. Such plans must be geared towards achieving and progressive realisation of the Millennium Development Goals (MDGs) and fundamental rights of the people. Moreover, local government must promote good governance.

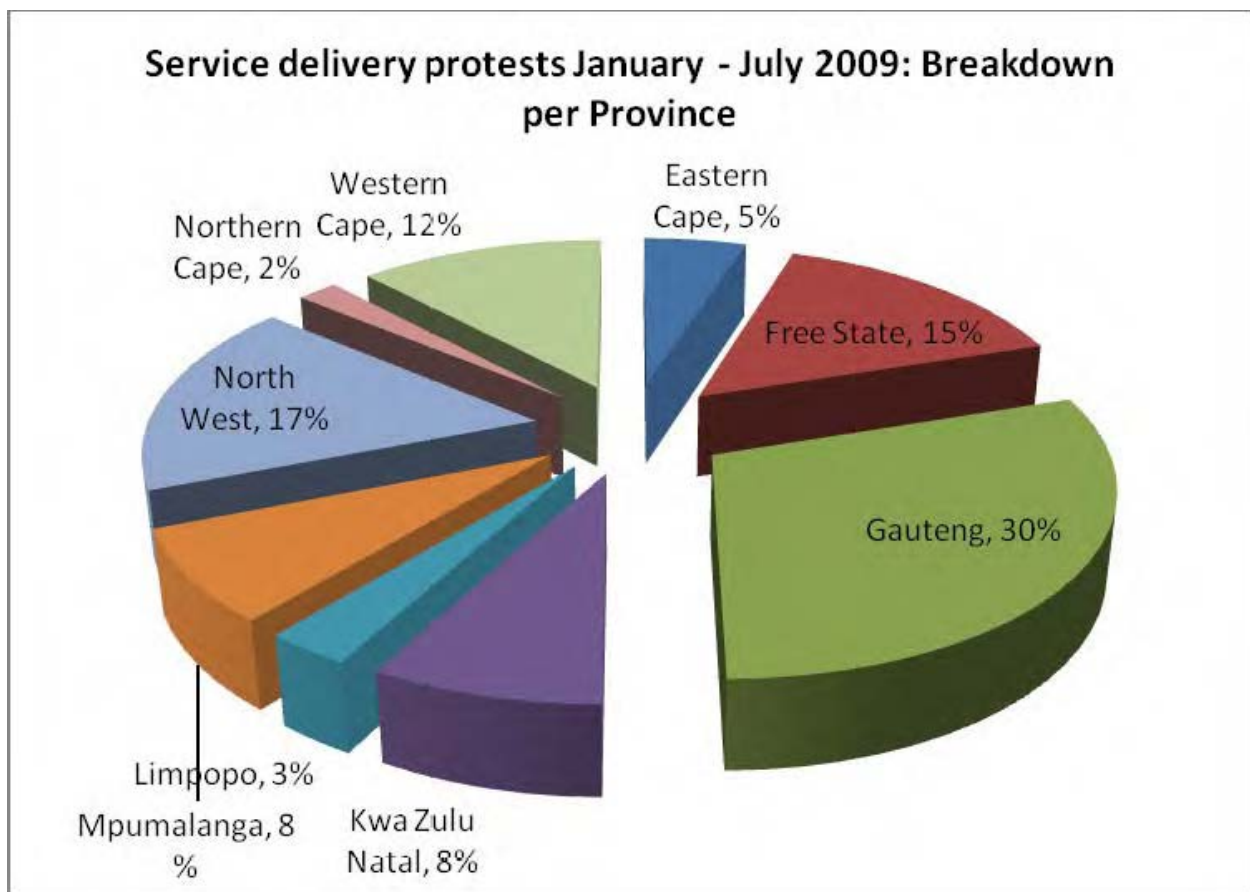
Developmental local government is intended to have a major impact on the daily lives of South Africans and should seek a new focus on improving the standard of living and quality of life of the people. In short, developmental local government means strong leadership and clear vision for local government. Developmental local government requires municipal officials to discharge their responsibilities with prudence and in an efficient, transparent, and accountable manner thus promoting good governance. Good governance entails the existence of efficient and accountable institutions and systems and entrenched rules that promote development and ensure that people are free to participate in, and be heard on, decisions and implementation thereof that directly affect their lives. For democracy to materialise at municipal level, citizens have to be given some role in these processes. This will lead to more accountability and responsiveness, and therefore the level of democracy will improve.

According to the Education and Training Unit for Democracy and Development (2011), local government in South Africa has contributed to the achievement of a number of significant social and economic development advances since the ushering in of the new democratic municipal dispensation in December 2000. The majority of the people in the country have increased access to a wide range of basic services, such as water and electricity, and more opportunities have been created for their participation in the economy.

South Africa has taken a significant and positive stride towards the promise of developmental local government. However, most municipalities are still plagued by significant challenges such as strong and sound political leadership, good governance practices, and relevant policies and programmes to be implemented.

The pie chart below illustrates the provincial spread of the community protests for service delivery.

Figure 2.1: Service delivery protests January – July 2009: Breakdown per province(Department of Cooperative Governance and Traditional Affairs, Working Document: 2009)

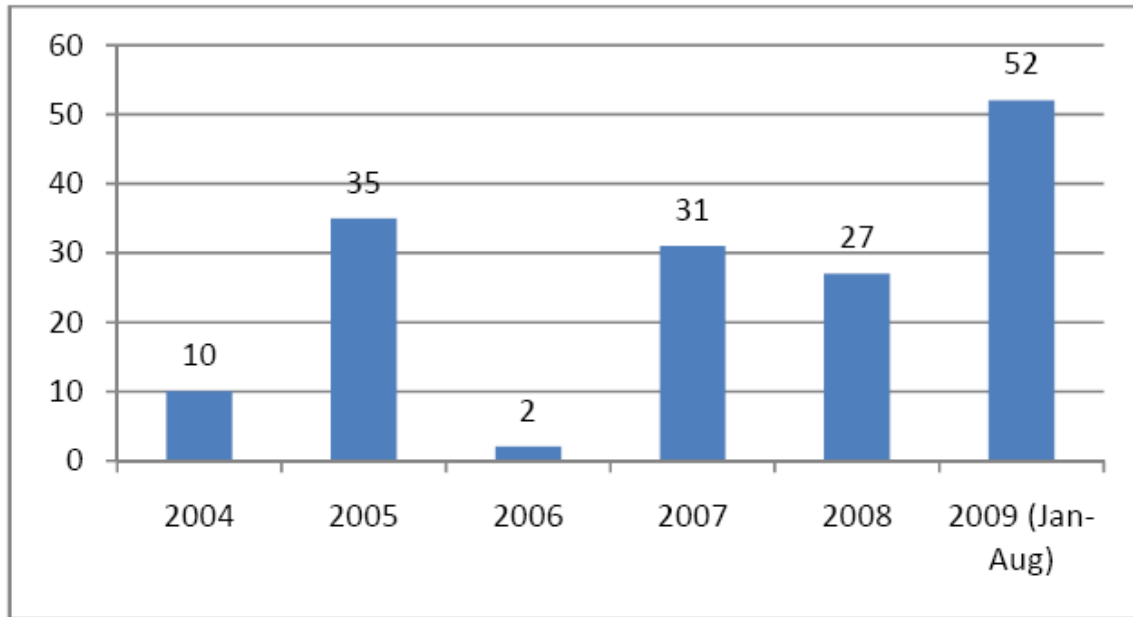


As this study is conducted on a municipality in the Free State, hence the following research is applicable. According to figure 2.1., the Free State, where the research was

conducted, is placed third with a percentage of 15% in terms of service delivery protests in the country.

Figure 2.2: Major service delivery protests by year

Figure 1: Major service delivery protests by year



[Source: **Municipal IQ** Municipal Hotspots Monitor]

Since 2004 an unprecedented wave of popular and violent protests has spread across the country. With the recent service delivery protests (such as the municipal service delivery protest at Ficksburg in the Eastern Free State in April 2011, which led to the death of a man), the protesters explained that they took to the streets because there was no way for them to get to speak to government, let alone to get government to listen to them. Powell (2010: 3) argues that government's faith in local government as the sphere that is closest to people and the delivery arm of the state is not shared by citizens. Local government is the least trusted of all public institutions in the country and that has been the case since the first elections in 2000. This is evidenced by the study undertaken by the Human Sciences Research Council's Social Attitude Survey for

2003, which shows that only 43% of South Africans actually trust local government. This shows that while the new system of local government has been established with genuine intentions to positively affect democracy and to bring about social and economic delivery to the people, the system has not live up to expectations.

Another contributing factor is that ward communities are not fully operational, resulting in poor communication with communities in a specific municipal area. Ward committees in a municipal area like the Mangaung municipal area have been the focus of considerable attention by government as well civil society, with substantial investment already made in an attempt to ensure that these structures have the necessary capacity and resources required for them to fulfill their envisaged roles as the voices of communities. When service delivery protests happen in a municipal area, questions that are asked by the residents in that municipal area are: how effective are these institutions?; are they useful conduits for community involvement in local governance?; whether, as a created space for public participation, they are inherently capable of playing the critical role expected of them?; and whether they create opportunities for real power-sharing between municipalities and citizens?

Municipalities in our country, especially local municipalities, must ensure that people in their areas have at least the basic services they need. Municipalities provide a large number of services, the most important of which are:

- Water supply
- Sewage collection and disposal
- Refuse removal
- Electricity supply
- Municipal health services
- Municipal roads and storm water drainage
- Street lighting
- Municipal parks and recreation

The above-mentioned services have a direct and immediate effect on the quality of the lives of the people in a community. For example, if the water that is provided is of a poor quality or refuse is not collected regularly, it will contribute to the creation of an unhealthy and unsafe living environment. Poor service delivery can also make it difficult to attract business or industry to an area and will limit job opportunities for residents. Basic services, such as water and electricity supply, needed in rural areas may be different from those, such as street lighting and municipal health services, that urban communities need. The Mangaung Local Municipality, where this research will be conducted, relates to the aforementioned statement as Bloemfontein is an urban area and Thaba Nchu and Botshabelo are rural areas. There are areas in Thaba Nchu and Botshabelo which are rocky and it poses a challenge for the municipality to install proper drainage and sewer systems in certain areas of these two localities. Some of the areas are vast and this also is a challenge for the municipality to install streetlights. Therefore, they rather go the route of high mast lights.

Horak (2006: 33) writes that local government or municipalities are held accountable for their decisions and actions that result in negative consequences on their communities. Horak further indicates that in today's climate of corporate and political accountability, actions build a reputation far more effectively than declarations and promises. Stakeholders (including the voters, for example the residents of a town or city) need to know that the municipality (the town or city council) is as concerned about their needs as it is about its own. Horak (2006: 33) further writes that local government is established primarily to serve the best interests of their communities and to prevent harm wherever possible.

The effective co-ordination of community and organisation goals is achieved by strategic, two-way communication. Horak (2006: 33) indicates that within the systems approach it is clear that an organisation that does not take its key communities into account when making decisions will eventually make decisions that are not aligned to the needs, goals and expectations of these communities. In the case of democratic local government, the aforementioned principle is not only governed by the systems

approach but also by a political mandate put in place by a country's government system, as explained earlier in this chapter. Democratic local government is expected to take its communities into account at all times, so that its actions or decisions will meet the needs of the community. Where this does not happen, it opens itself up to community scrutiny and possible damage to relationships or reputations.

Horak (2006: 77) writes that local government has been established as a grassroots level government in the form of municipalities or city councils, to promote the well-being of the residents in a particular geographical area. Local government or municipality is referred to as grassroots government because it operates in immediate proximity to the residents and because its effective service delivery requires intimate relations with them.

Whatever method a municipality chooses, it must always be in line with the overall goals of improving the quality of services, extending services to residents who do not have them, and providing services at an affordable cost. This study will examine the Municipal Service Partnerships (MSPs) in more detail later on as there are a number of factors that municipalities need to consider before deciding on one of these options. It is important to provide services that are affordable - but municipalities must do so without compromising on its ability to operate and maintain existing services.

2.10 Factors to be considered before deciding on service delivery options

According to the Education and Training Unit (2009), there are several factors to be considered before deciding on service delivery options:

2.10.1 Service levels

The most important factor, according to the Education and Training Unit (2009), is to consider the level (or standard) at which the service is provided. The choice of the level of a particular service is influenced by affordability, as well as community needs. When municipalities, especially local municipalities, make decisions on the level of services they should seriously consider the long-term viability of providing a service at that level. If a municipality provides a service at a higher level, the costs to provide the service increases and so does the price that the municipality will have to charge its customers. Since municipalities rely heavily on the income received from users, if the costs are too high and people are unable to pay, the municipality will lose money and as a result will not be able to continue to provide the service. The following table lists the different service levels for the most important services:

Table 2.1: Service levels

Service type	Level 1 Basic	Level 2 Intermediate	Level 3 Full
Water	Communal standpipes	Yard taps, yard tanks	In house water
Sanitation	(Sewage collection/disposal)	VIP Latrine Septic tanks	Full water borne
Electricity	5-8 Amp or non-grid electricity	20 Amps	60 Amps
Roads	Graded	Gravel	Paved/tarred and kerbs
Storm water drainage	Earth lined open channel	Open channel lined	Piped systems
Solid Waste disposal	Communal (Residents)	Communal (Contractors)	Kerbside

Provision of free basic municipal services

As part of its overall strategy to alleviate poverty in South Africa, the government has put in place a policy for the provision of a free basic level of municipal services. According to the Education and Training Unit (2009), in his address at the inauguration of the Executive Mayor of Tshwane on 10 February 2001, former President Thabo Mbeki said: "The provision of free basic amounts of electricity and water to our people will alleviate the plight of the poorest among us, while plans for the stimulation of the local economy should lead to the creation of new jobs and the reduction of poverty".

From the above-mentioned statement by former President Mbeki, is it clear that water and electricity has been prioritised as a free basic service for the poor. However, in their recent submission, the Financial and Fiscal Commission (FFC) argues that other services certainly also fit the definition of "basic services".

For example, low-income residents in rural areas generally do not see electricity as critical, as some of them cannot afford to buy electricity and also because of lack of infrastructure for the connection of electricity. They can access other sources of energy, such as wood or paraffin. Roads, or rather the lack of accessible roads, negatively affect their daily/economic activity, mobility and safety. The two aforementioned statements, implies that some flexibility should be allowed for municipalities to determine which services they will define as "basic service".

2.10.2 Options for free basic service

According to the Education and Training Unit (2009), the most complex issue to consider when discussing the provision of free basic services is the funding of such services. Municipalities receive their part of the equitable share, they can apply for infrastructure grants, and they raise their own revenue through service charges.

Local municipalities need to analyse, for the purpose of effective and correct budgeting, what their costs for free basic service provision is, what allocations they receive, and what their internal resource base is. This should then form the basis of what would be affordable, and therefore, what the most suitable options for implementation would be.

Municipalities which are faced with service delivery protests are the ones which are unable to deliver services to residents. These aforementioned challenges might be because of lack of finances or lack of capacity to provide a good service at an affordable price. Such municipalities should find other ways to ensure that the services are improved and reach the people most in need of them. Some options that they could consider are explained below:

2.10.2.1 Capacity building

The Education and Training Unit (2009) indicates that it is possible for a local municipality to improve and expand the delivery of services by improving their own ability to do so. By improving a number of skills, municipalities may be better able to deliver services effectively and efficiently from inside. Better communication between the municipality and citizens will help the council determine the needs of the community and whether they are being met. Improved financial planning will help find the best possible ways to use available funds. Better technical skills will improve delivery of a particular municipal service.

2.10.2.2 Corporatisation

The Education and Training Unit further indicates that in some cases a municipality can improve the delivery of a service by corporatising it - that is by creating a municipal company that will provide the service. The company belongs to the council and is accountable for its performance. The council usually appoints a board to oversee the

work of the company management. The company is able to function more independently than a municipal department, whilst acting under the overall control and supervision of the council. Municipalities have to deliver so many different services that it is not possible to focus on the best way to deliver certain specialised services. By allowing the company some independence, they are free to experiment with new techniques and technology and able to provide better services at lower costs.

2.10.2.3 Municipal service partnerships (MSPs)

There are instances, like refuse removal, where a municipality might feel that instead of providing the service directly they would rather hire someone else (a service provider) to do it. The reasons why a municipality would choose this route are that other municipalities, organisations (non-governmental organizations (NGOs) or community based organizations (CBOs), or private companies may have better resources and management skills to provide the service.

As can clearly or logically deduced from the above-mentioned, whatever method a municipality chooses it must always be in line with the overall goals of improving the quality of services, extending services to residents who do not have them, and providing services at an affordable cost. We will look at MSPs in more detail later on as there are a number of factors that municipalities need to consider before deciding on one of these options. It is important to provide services that are affordable, but municipalities must do so without compromising on its ability to operate and maintain existing services.

According to Pretorius and Schurink (2007: 22), municipal service delivery is governed by the Integrated Development Plan and the Performance Management System; intergovernmental relations; the Expanded Public Works Programme; Batho Pele; the budget; and policy and procedure.

2.11 Communication channels in local government

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

2.11.1 Mayoral Imbizos (now referred to as the Public Participation Programme)

According to Horak (2006: 85), the Public Participation Programme is a form of enhanced dialogue and interaction between national government and residents at grassroots level. It is a form of public meeting where the Mayor or Members of the Mayoral Committee travel to local communities to communicate its programmes and progress being made. It allows for immediate feedback from the community which enhances participatory democracy. Communities can exercise their right to be heard and can assist the national effort to build more effective service delivery. Former President Thabo Mbeki commended the Public Participation Programme process during his State of the Nation address on 6 February 2004. Mbeki said that the Public Participation Programmes have afforded ordinary South Africans the opportunity to speak directly to the government. He said that the citizens had been using the Public Participation Programmes to speak frankly about the quality of service delivery in their areas, as well as reporting on the performance of their local governments. They had also not been hesitating to raise sensitive questions about crime, health, perceived or actual corruption, and malpractice. But one of the main objectives of holding the Public Participation Programmes on a local government level is to improve communication between ward committees and their local governments.

Local government entities such as ward committees can hold the Public Participation Programmes in their own geographical area. This type of interaction is a particularly

good method of communicating with illiterate residents. Interaction through the Public Participation Programme can highlight particular problems needing attention, blockages in implementation of policy, or policy areas that need reviewing. Public Participation Programmes gives political leaders access to what people say and feel about government, to listen to the concerns, grievances and advice of its people. This can provide clues as to what potential incidents and crises need to be prevented or planned for.

2.11.2 Government Online News Service

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

Local government or municipalities (metros, district and local municipalities) can use this source to provide the media with news. If the media reports these efforts, then it will help keep the public informed. Reporting on responsible efforts will help promote a positive reputation for local government, which will in turn help protect relationships.

2.11.3 Multi-purpose community centres (MPCCs) [now referred to as to Thusong centres] and information centres

The Government Communication Information Services (GCIS) has introduced the concept of Thusong centres with the goal of providing every South African citizen with easy access to information and services near their place of residence. It is a community centre dedicated to the provision of government information from national,

provincial and local government (Government Communications Information Services, 2008). Local communities living near the Thusong centre can also request information according to their specific needs.

According to Horak (2006: 86), every local government or municipality has the option to create a Thusong centre. A local government who does so will establish a trend of a community that knows exactly where to access vital information when the need arises. These communities can be informed that they can access important information at the Thusong centre about how to prepare for, to prevent, or how to react in the event of a harmful incident. The Thusong centre can be a tool to disseminate important information before, during, and after an incident. This will show responsible communication and can help prevent public scrutiny about the way in which local government has dealt with its people. This could help prevent a crisis.

However, if local government is unable to provide a dedicated Thusong centre, it should consider establishing an information centre. This centre must be a central point where information can be obtained on request. It could be a venue that exists to provide other services e.g. a library or clinic. Horak (2006: 87) further indicates that the community can be informed to receive vital information from this point, when they require it. An information centre can be used as crisis communication tool.

2.11.4 Ward committees

The importance of ward committees as a link between the community and local government has been the topic of many discussions on issues of public participation in local government. Each ward within each municipal district is required to have a ward committee to act in an advisory capacity to the ward councilor responsible for the wellbeing of the particular ward. The ward committee would gather information from its community and pass this on to the ward councilor, who would in turn inform the local government of the issues faced in the community. At the imbizo or Public Participation

Programme held in November 2005 in Mpumalanga, the former deputy president Phumzile Mlambo-Ngcuka, heard from the local governments represented that a challenge existing to help the ward committee become more effective. The issues raised by the community in Mpumalanga included a need for skill training, capacity and the allocation of resources. An example was given that ward committee often failed to communicate effectively because they did not have resources, e.g.(telephones or transport) to communicate as regularly as they needed to. A concern raised by the ward committee was the overall poor relationships that existed between their communities (Gadebe, 2005: 10). These problems had also been raised a month earlier at the Public Participation Programme held in Sedibeng District Municipality. President Mbeki, who had attended this Public Participation Programme, was told that the ward committees believed that the lack of resources and distances between residents were debilitating. An additional problem mentioned was the unavailability of ward councilors to attend meetings and therefore convey messages to their local governments. President Mbeki confirmed that the ward committees formed an important link between the communities and their local governments but that the focus should turn to implementing solutions that could lead to more effective communication amongst all parties (Modisane, 2005: 6).

2.12 Conclusion

Poor service delivery and governance remains an overwhelming challenge in most municipalities. Of major concern is the degree of corruption, institutional capacity constraints relating to appropriate skills and staff, the lack of transparency, the dysfunctional nature of ward committees, the lack of accountability by councilors and municipal officials, the lack of public participation in issues of governance, the failure to comply with municipal legislation and other by-laws, the failure to prioritise community needs and Integrated Development Plan and budgeting processes not aligned, tensions between the political and administrative sections of the municipalities, and weak financial viability of the municipalities. These are factors

negatively affect the functioning of municipalities. As a result, this has led to the protests at local government level. These governance challenges require robust intervention by the national government to expedite local government transformation. Municipalities have a legal obligation to provide basic services to their communities in an adequate and timely fashion. The failure of municipalities to deliver basic services not only causes immense hardship to the residents of municipalities, but can have a detrimental impact on social and economic development.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, an overview on issues of local government communication and service delivery was explored from a theoretical perspective. This was done through a literature study of both local and international sources. Based on the literature study and the experience of the researcher (as a communications and marketing manager at a municipality in the Free State), the importance of the role of local government communications in ensuring effective service delivery is indicated.

The purpose of this chapter is to outline the design of the empirical research regarding the role of external government communication on service delivery at the Mangaung Local Municipality (where the research will be conducted). The main purpose of this chapter is to give a comprehensive explanation of the choice of research design; the research methodology; face-to-face interviews; the questionnaire; the design and the construction of the questionnaire; the reliability of the data collection instrument; the validity of the data collection instrument; the population and sample; the data analysis; and the pilot study.

3.2 The choice of research design

Huysamen in Phale (2003: 41) writes that research has to be planned or designed in a way in which the relationship appearing in the research questions may be investigated. The research strategy has to be planned. The researcher has to decide on the type of review and the type of materials to be included. The key is to be careful, systematic and organised.

3.3 Research methodology

To respond to the question of the choice of research methodology, the researcher established what kind of data to be gathered to assess the role of external government communication on service delivery at the Mangaung Local Municipality. Data can either be quantitative, meaning in the form of numbers, or it can be qualitative, meaning perceptions or opinions.

Quantitative and qualitative research are the two main schools of research, and although they are often used in tandem, the benefits and disadvantages of each are hotly debated. Particularly in the social sciences, the merits of both qualitative and quantitative research are fought over, with intense views held on both sides of the argument. It is generally agreed upon, however, that there are some phases of research where one or the other is clearly more useful than the other and so few people completely dismiss either. Both qualitative and quantitative research is equally important in their respective fields. However, quantitative is more objective, numerical and statistical but qualitative research covers more about the social, the psychological and current affairs. For the purpose of this research will quantitative research be use and to get more clarity on the meaning and nature of quantitative research is it important to define and describe this research method.

3.3.1 Quantitative research

Quantitative research is probably the least contentious of the two schools, as it is more closely aligned with what is viewed as the classical scientific paradigm. Quantitative research involves gathering data that is absolute, such as numerical data, so that it can be examined in as an unbiased a manner as possible. There are many principles that go along with quantitative research, which help promote its supposed neutrality.

Quantitative research generally comes later in a research project, once the scope of the project is well understood.

The main idea behind quantitative research is to be able to separate things easily so that they can be counted and modeled statistically, to remove factors that may distract from the intent of the research. Researchers generally have a clear idea what is being measured before they start measuring it, and their study is set up with controls and a clear blueprint. Tools used are intended to minimise any bias, so ideally machines are used to collect information, and less ideally would be carefully randomised surveys. The result of quantitative research is a collection of numbers, which can be subjected to statistical analysis to reach the results.

Remaining separate from the research emotionally is a key aspect of quantitative research, as is removing researcher bias. For astronomy or other hard sciences, this means that quantitative research has a minimal amount of bias. For sociological data, this means that the majority of bias is hopefully limited to that introduced by the people being studied, which can be somewhat accounted for in models. Quantitative is ideal for testing hypotheses and for hard sciences trying to answer specific questions.

Quantitative research uses a deductive form of reasoning: collects data to assess preconceived models, hypotheses and theories. The meaning is determined by the researcher. Quantitative research is nomothetic: aims to objectively measure the social world, to test hypotheses, and to predict and control human behaviour. The research design is standardised according to fixed procedures and can be replicated and data analysis is undertaken by means of standardised statistical procedures.

Face-to-face interviews, as a secondary method, will be conducted and a questionnaire, as a primary method, will be used in the process. These two methods of data gathering have been chosen because of different reasons. These are effective methods to gather primary data and also to gather a lot of information in a structured way in a short space of time. The data that has been gathered for this research represents the responses of potential people who buy electricity and pay for their services at the Mangaung Local Municipality in Bloemfontein, Bloemfontein and Thaba Nchu. Because the area of this

research is limited to the Mangaung municipal area, is it manageable in terms of cost and time. The face-to-face interviews will be conducted at these identified points. The questionnaire is planned and designed in such a way that it is understandable and easy to complete. Furthermore, the questionnaire is easy to administer.

3.4. Face-to-face interviews

According to Babbie (2010: 249), due mainly to the relatively low level of literacy of the South African population, face-to-face interviews are the most common method to collect survey data. Rather than asking the respondents to read the questionnaires and enter their own answers, researchers ask the respondents to answer the questions orally and record the answers. Interviewing is typically done in a face-to-face encounter. It is important that the researcher must have the ability to speak the home language of the respondents. It is important to use an interviewer from the area, but not necessarily from the same village. The interviewer has to be trained in how to conduct an interview (as the researcher will be using two assistants) and on the do's and don'ts of face-to-face interviews or else it will jeopardise the whole exercise.

3.5 Questionnaires

According to Babbie (2007: 246), a questionnaire can be defined as a document containing questions and other types of items designed to solicit information appropriate for analysis. Questionnaires are used primarily in survey research but also in experiments, field research, and other modes of observation. Questionnaires are often used to make data collection more efficient and standardised. Maja (2006: 106) writes that questionnaires are frequently used to provide the main source of data in primary research. They provide invaluable descriptive data about individuals or a group and are also concerned with description and measurement.

According to Matubatuba (2008: 74), as a mechanism for obtaining information and opinion, questionnaires have a number of advantages and disadvantages when

compared with other evaluation tools. The key strengths and weaknesses of questionnaires are summarised below. In general, questionnaires are an effective mechanism for the efficient collection of certain kinds of information. They are not, however, a comprehensive means of evaluation and should be used to support and supplement other procedures.

3.5.1 Advantages of questionnaires

- They allow respondents time to consider their responses carefully without interference from, for example, an interviewer.
- Cost. It is possible to provide questionnaires to large numbers of people simultaneously.
- Uniformity. Each respondent receives the identical set of questions. With closed-form questions, responses are standardised, which can assist in interpreting from large numbers of respondents.
- Can address a large number of issues and questions of concern in a relatively efficient way, with the possibility of a high response rate.
- Often questionnaires are designed so that answers to questions are scored and scores summed to obtain an overall measure of the attitudes and opinions of the respondent.
- They may be mailed to respondents (although this approach may lower the response rate).
- They permit anonymity. It is usually argued that anonymity increases the rate of response and may increase the likelihood that responses reflect genuinely held opinions.

- Anybody can administer it on behalf of the research.
- It is easy to plan, construct and administer.
- The influence that an interviewer might have on the participant is prevented.

Based on the above-mentioned advantages of questionnaires, is it clear that a questionnaire is a suitable method of investigation for testing the opinions of the residents of Mangaung with regard to an assessment on the role of external government communication on service delivery at Mangaung Local Municipality.

3.5.2 Disadvantages of questionnaires

- It may be difficult to obtain a good response rate. Often there is no strong motivation for respondents to respond.
- They are complex instruments and, if badly designed, can be misleading.
- They are an unsuitable method of evaluation if probing is required – there is usually no real possibility for follow-up on answers.
- Quality of data is probably not as high as with alternative methods of data collection, such as personal interviewing.
- They can be misused – a mistake is to try to read too much into questionnaire results.
- It is difficult to determine who really completed the questionnaire.
- Questionnaires that do not probe deeply enough do not reveal a true picture of opinions and feelings.

- Participants may feel that their personal opinions are left out.
- The length of the questionnaire may lead to careless or inaccurate responses and may result in low return rates.

The researcher has endeavored to combat the above-mentioned disadvantages of questionnaires.

Although the questionnaire as a method of investigation has disadvantages; in this research, care was taken to combat the above-mentioned disadvantages.

3.6 The design of the questionnaire for this research

According to Gall *et al.* in Matubatuba (2008: 76), the questionnaire must be designed so that it can serve as an appropriate and useful data-gathering device. A questionnaire that is badly designed is a waste of time and effort for both the researcher and the participants. Babbie (2007: 252) indicates that the format of a questionnaire is just as important as the nature and wording of the questions asked. An improperly laid out questionnaire can lead respondents to miss questions, confuse them about the nature of the data desired, and even lead them to throw the questionnaire away. As a general rule, a questionnaire should be spread out and uncluttered.

Maja (2006: 106) says there are three types of questionnaires: the self-administered, the investigator-administered and psychological tests. For the purpose of this research, the self-administered and the investigator-administered questionnaire are to be used.

3.6.1 Self-administered questionnaires

The self-administered questionnaire was chosen for conducting the pilot study for this research. Babbie (2007: 260) mentions that the most common form of self-administered questionnaires is that respondents complete the questionnaires individually in the

absence of the researcher. It will either be collected by the researcher or be mailed back, but it is advisable that the questionnaires be collected personally by the researcher to ensure that the number that were sent out, are returned. Self-administered questionnaires have the following advantages and disadvantages:

Table 3.1: Advantages and disadvantages of self-administered questionnaires
(Maja, 2006)

Advantages	Disadvantages
They are easily distributed to a large number of people and can be completed within a little time.	There is usually a low return-rate from respondents.
They allow for anonymity.	Problems such as ambiguity cannot be resolved because researcher and respondent do not interact.
They are relatively a cheaper way to collect data	No interviewer to repeat questions.

3.6.2 Investigator-administered questionnaires

The investigator-administered questionnaire was chosen for the actual research. These are responded to in the presence of the researcher. The researcher presents and administers the questionnaires and immediately collects them afterwards (Mitchell and Jolley, 2001: 478). This type of questionnaire has the following advantages and disadvantages:

Table 3.2: Advantages and disadvantages of investigator-administrated questionnaires (Maja, 2006)

Advantages	Disadvantages
<ul style="list-style-type: none">• Investigator can clarify questions for respondents.• Investigator's presence stimulates participants to respond, yielding higher responses.	<ul style="list-style-type: none">• Investigator's presence reduces anonymity.• Because of the reduced anonymity, participants might not be honest in their responses.

3.7 Types of questions

Petersen in Alberts (2006: 81) indicates that the advantages of closed-ended questions represent the disadvantages of open-ended questions, or vice versa. He recommends that the researcher must use both close-ended and open-ended questions as to intercept shortcomings. For the purpose of this research, both closed-ended and open-ended questions will be used.

3.7.1 Closed-ended questions

White (2003: 93) is of the opinion that this kind of question permits only certain responses. Quantification and analysis of results may be carried out easily and effectively.

Closed-ended questions should be used where the answer categories are discrete, distinct and relatively few in number.

Advantages of closed-ended questions:

- the answers are standard, and can be compared from person to person;
- the answers are much easier to code and to analyse;
- the respondent is often clearer about the meaning of the question;
- the chances for irrelevant answers are limited to the minimum because appropriate answer categories are provided, and
- it is easier for a responder to answer, because he only has to choose a category.

Disadvantages of closed-ended questions

- It is easy for a respondent who does not know the answer to choose the “Don’t Know” category or even to answer randomly.
- The respondent may feel frustrated because the appropriate category for his answer is not provided.
- There are greater chances for errors as the respondent may circle 3 when he meant to circle 2.

3.7.2 Open-ended questions

The respondent makes any response he wishes in his own words. Example: “How do you like your job?” Such a question allows the respondent to express feelings and to expand on ideas (White 2003: 93).

Open-ended questions are used for complex questions that cannot be answered in a few simple categories but require more detail and discussion.

Advantages of open-ended questions:

- It can be used when the researcher would like to see what the respondent views as appropriate answer categories.
- They allow the respondent to answer adequately, in all the detail he/she likes, and to qualify and clarify his/her answer.

- They are preferable for complex issues that cannot be condensed into a few small categories.
- They allow more opportunity for creativity or self-expression by the respondent.

Disadvantages of open-ended questions:

- It may lead to the collection of worthless and irrelevant information.
- Data is not standardised from person to person, making comparison or statistical analysis difficult.
- Open-ended questions require good writing skills, better ability to express one's feelings verbally, and generally a higher educational level than do closed-ended questions.
- Open-ended questions generally require much more of a respondent's time.
- It requires more paper and therefore gives the impression that the questionnaire is longer, possibly discouraging respondents who do not wish to answer a lengthy questionnaire.

White (2003: 93) indicates that a questionnaire should contain both open and closed questions, but closed questions should predominate. The ideal is a section of the questionnaire consisting of closed questions suitable for statistical processing by computer and a section with open questions that will have to be processed manually.

3.8 Reliability of the data collection instruments

Struwig and Stead in Alberts (2006: 89) define reliability with regard to questionnaires as data collection instruments as follows:

“Reliability is the extent to which the test scores are accurate, consistent and stable.”

Struwig and Stead further indicate that reliability can also be thought of as the extent to which data is reproducible. Do items or questions on a survey, for example, repeatedly

produce the same response regardless of when the survey is administered or whether the respondents are men or women? Bias in the data collection instrument is a primary threat to reliability and can be reduced by repeated testing and revision of the instrument.

You cannot have a valid instrument if it is not reliable. However, you can have a reliable instrument that is not valid. Think of shooting arrows at a target. Reliability is getting the arrows to land in about the same place each time you shoot. You can do this without hitting the bull's-eye. Validity is getting the arrow to land in the bull's-eye. Many arrows landing in the bull's-eye means you have both reliability and validity.

Reliability can depend on various factors (the observers/raters, the tools, the methods, the context, the sample) and can be estimated in a variety of ways, including:

- Inter-observer reliability. To what degree are measures taken by different raters/observers consistent? Consider pre-testing if different raters/observers are giving consistent results on the same phenomenon.
- Test-retest reliability. Is a measure consistent from one time to another? Consider administering the same test to the same (or similar) sample on different occasions. But be aware of the effects of the time gap.
- Parallel forms reliability. Are previous tests and tools constructed in the same way from the same content domain giving similar results? Consider splitting a large set of questions into parallel forms and measure the correlation of the results.
- Internal consistency reliability. Do different measures on a similar issue yield results that are consistent? Consider testing a sampling of all records for inconsistent measures.

When constructing reliable data collection instruments:

- Ensure that questions and the methodology are clear
- Use explicit definitions of terms
- Use already tested and proven questioning methods.

3.9 Validity of the data collection instruments

Struwig and Stead in Alberts (2006: 91) indicate that validity is the best available approximation to the truth of a given proposition, inference or conclusion. “A measurement method or instrument is considered valid if it measures what it intends to measure.”

Validity can be internal or external.

Internal validity is relevant in studies attempting to establish a causal relationship and it is only relevant for the specific study in question. “Can change be attributed to a program or intervention and not to other possible causes?”

External validity is related to generalising. It is the degree to which the conclusion of your study will hold for other persons in other places and at other times.

3.10 Population and sample

3.10.1 Population

White (2003: 79) defines a population as a collection of objects, events or individuals having some characteristic that the researcher is interested in studying. The population that interests the researcher is not the same as the everyday notion of the population of people in a certain country or city. A population is the sum of all the cases that meet the study’s definition of the unit of analysis.

Mangaung Local Municipality is situated in the Free State, in the central interior of South Africa. The Free State is bordered by Gauteng, the Eastern Cape, Northern Cape, KwaZulu-Natal and North West provinces, as well as the neighbouring country of Lesotho.

The Mangaung Local Municipality was formed at the end of 2000 by amalgamating the Transitional Local Councils of Bloemfontein, Botshabelo, Thaba Nchu and two Rural Councils. Being the sixth largest city in the country, the Mangaung municipal area covers more than 6 263 square kilometres and hosts a population of about 850 000 people. The languages spoken in the area are mainly Sesotho, Afrikaans, English and Setswana.

The population of this study comprised of all the residents of the Mangaung Local Municipality who reside in Bloemfontein, Botshabelo and Thaba Nchu. All the residents who pay their rates and taxes, municipal bills, and buy prepaid electricity at vending machines are the participants in this study.

3.10.2 Sample

Sample is that part of a population which is actually observed. White (2003: 80) indicates that in normal scientific practice, we demand that it is selected in such a way as to avoid presenting a biased view of the population.

All the residents who pay their rates and taxes, municipal bills and buy prepaid electricity at vending machines in the Mangaung municipal area formed the sample. The total number of residents who took part in this study was one thousand.

Residents who pay their rates and taxes, municipal bills and buy prepaid electricity at vending machines are relevant for this study as they are the ones who are directly

affected, either positively or negatively, by issues of service delivery. They are the ones who pay for services to be delivered to them and receive information from the municipality on issues of service delivery and other issues related to the municipality.

3.11 Data analysis

Although there is data analysis in both quantitative and qualitative research, data analysis in quantitative research will be discussed as it is the research method that will be used for this research.

White (2003: 114) mentions that data analysis and presentation indicates the statistical techniques to be used in data analysis and specifies how the data will be presented. Educational research projects often make use of descriptive statistics when analysing their data. White further indicates that the researcher chooses the statistical test for each research question and if necessary, the rationale for the choice of the test. The rationale may be in terms of the purpose of the study, sample and size, and the type of scales used in the instrument. A statistical technique is selected on the basis of appropriateness for investigating the research question and or hypothesis.

3.12 Pilot study

Maja (2006: 109) indicates that a pilot study is a small scale trial before the main research or investigation, intended to assess the adequacy of the research design and of the instruments to be used for data collection; piloting the data-collection instruments is essential, whether interview schedules or questionnaires are used.

Jolley in Maja (2006: 110) caution that a study should be tried out on a few participants before the actual study is conducted. They posit that, if this is not done, discrepancies in actual and expected responses might be detected too late. It is for this reason that the questionnaires used for the purpose of this research were piloted.

A sample of 50 members of a local church in Thaba Nchu (a township which is part of Mangaung, where the research was conducted) from the target population were identified. The researcher distributed 50 questionnaires to them after the church service to complete. They were asked to give their honest opinion with regard to the questionnaire. The questionnaires were not explained to them and no assistance was given to them during the time they completed the questionnaires. All of them completed the questionnaires and all of them were given back to the researcher.

Attention was paid to the critique given by the respondents. Suggestions and critique were written on the back of the questionnaires and this enabled the researcher to design a better questionnaire. Certain questions were changed and others were improved – some of the questions were not clear and others were ambiguous. The language use on the questionnaire was also addressed and the questionnaire, which was only in English, was made available in Afrikaans and Sesotho.

3.13 Ethical considerations

According to Clarke in Maja (2006: 113), as dictated by the principles of ethics, participants have the right to know what will happen in the study that will be conducted. They have the right to decline participation in the study should they feel uncomfortable and they also have the right to anonymity, as was the case with this study.

Henning *et al.* (2007: 73) identified ethical considerations that researchers have to observe, particularly where human participants are involved. These include:

- Participants need to know that their privacy and sensitivity will be protected and what is going to happen with their information after the interview and completion of the questionnaire.

- Participants should volunteer to take part in the study and should not be forced.
- Researchers should anticipate possible risks to participants and should counteract them.
- Participants should be told that they are at liberty to withdraw from participating in the study, should they find it unpleasant. Hence is it the responsibility of the researcher and assistants to ensure that the aforementioned does not happen.
- As the researcher will use two assistants for this study, the researcher has to ensure that the assistants also observe these ethical considerations.
- The researcher remains accountable for the ethical quality of the study and should therefore take great care and when in doubt, ask advice.

3.14. Limitations of the study

A limitation of this study was the size and nature of the sample. The study was conducted in only one municipality of the 25 municipalities in the Free State and that limits the findings. The limited number of participants therefore means that the results of this study cannot be generalised.

3.15 Conclusion

The main focus of this chapter was on the procedures that the researcher followed in conducting this study. The next chapter will focus on an empirical study among people who pay municipal bills at the municipal pay points and buy electricity at the electricity vending machines in the Mangaung municipal area - by means of interviews and

questionnaires to obtain a clear picture of the current situation of external local government communication on the functionality of effective service delivery.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION OF THE RESULTS

4.1 Introduction

This chapter attempts to make sense of the data that was collected by analysing and interpreting it. Furthermore, this study attempts to link the results to the core study - which is to establish whether external local government communication impacts on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State.

A total of 99,2% was realised for the questionnaires that were distributed to people who pay their municipal bills at municipal pay points and electricity vending machines in Bloemfontein, Botshabelo and Thaba Nchu in the Mangaung Local Municipality. Out of the 500 questionnaires that were given to the respondents for voluntary completion, 496 were returned. The high and satisfactory response rate implies that valuable deductions can be made from the data.

The questions listed in the questionnaire in this study were developed from a literature study on local government communication and service delivery, personal experience (the researcher is the communications manager at the Metsimaholo Local Municipality in the Free State), and expert opinions. These questions are grouped into two sections, namely Section A and Section B. Section A of the questionnaire deals with the personal and demographic profile of the respondents who took part in this study, and Section B deals with the response of the respondents with regard to the role of external government communication on service delivery at the Mangaung Local Municipality.

The questionnaires were processed by the Statistical Consultation Services of the North-West University (the Potchefstroom campus), using SPSS (Pallant, 2007). Responses were entered as frequencies and converted to percentages to make them easy comparable and convenient to display as tables and figures (frequencies and valid percentages are used – see tables and figures).

4.2 Respondents Personal Data

The personal data of the respondents relates to information of the respondents in terms of gender, population group, age, home language, educational qualification, monthly income, and nature of residence. This information assisted the researcher to determine, for instance, if results were in any way influenced by the respondents' biographic information or not. The data is displayed in tables and figures. The data in the figures were rounded off to the nearest integer.

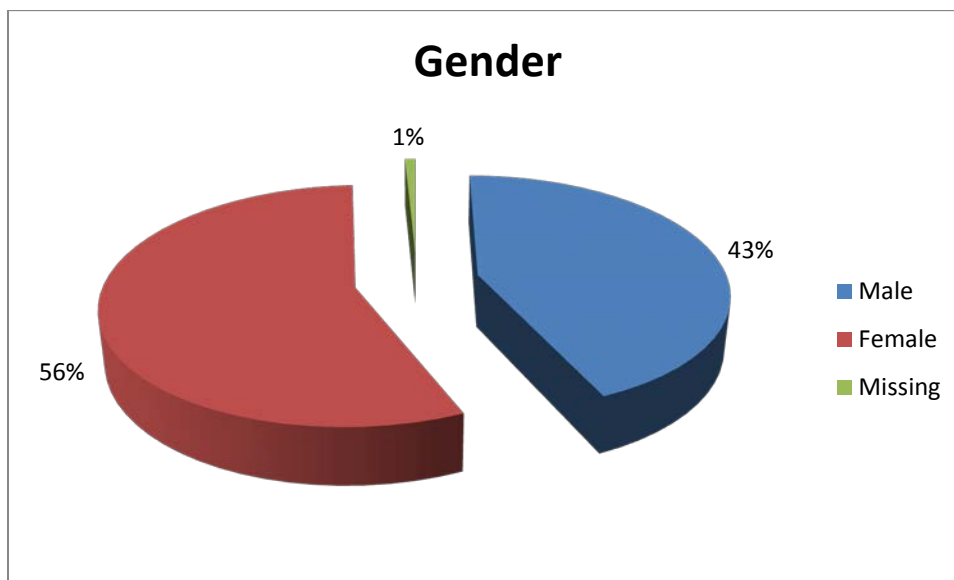
4.2.1 Gender

Table 4.1 shows data relating to the respondents' gender. The data indicates that there are more female respondents (55,8%) than male respondents (43,4 %) and missing with 0,8%. This indicates that the sample is representative in terms of gender, as there are 52% females and 48% males in the Free State Province, where this study was conducted, according to the last Census that was conducted by Statistics South Africa, according to Alberts (2006:119).

Table 4.1: Gender

Gender	Frequency	Percentage (%)
Male	217	43,4
Female	279	55,8
Missing	4	0,8
Total	500	100

Figure 4.1: Gender



4.2.2 Population Group

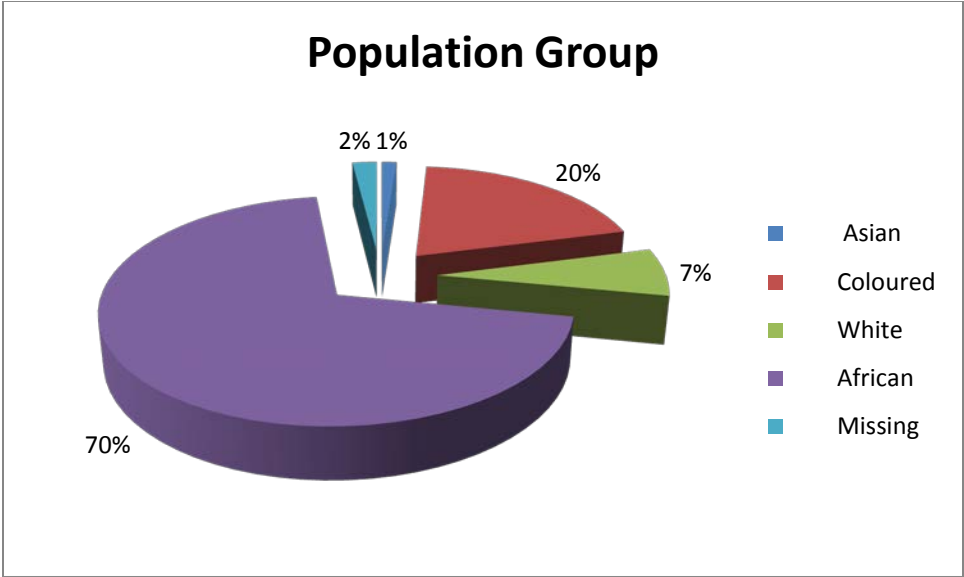
Table 4.2 and figure 4.2 indicate that the respondents who took part in this study comprised a mixed population group. It further indicates that 70,6% of the population group who participated in this study are African, followed by Coloured with 19,8%, White with 7,0%, and Asian with 1,2% and missing with 2%. It is clear that of all the

respondents who took part in this study in Bloemfontein, Botshabelo and Thaba Nchu, Africans are in the majority and Asians are in the minority.

Table 4.2: Population Group

Population Group	Frequency	Percentage (%)
Asian	6	1,2
Coloured	99	19,8
White	35	7,0
African	350	70,0
Missing	10	2,0
Total	500	100

Figure 4.2: Population Group



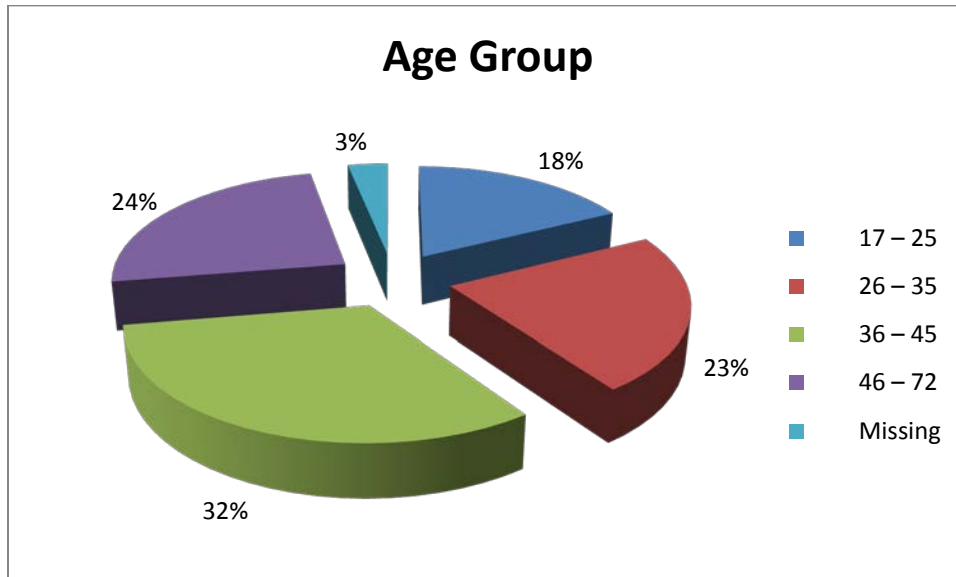
4.2.3 Age Group

A breakdown of the respondents by age is represented in table 4.4, which is presented in figure 4.4 in graphical form. The researcher is of the opinion that a broad range of age groups of respondents participated in this study, hence the researcher is of the view that the age groups were well represented. Table 4.3 and figure 4.3 indicate that the majority of respondents (32,2%) in this study are between 36 - 45 years old. The youngest respondent in this study is 17 years old and the oldest is 72 years old. People younger than 17 years old did not participate in this study, as they usually are not economically active.

Table 4.3: Age Group

Age Group	Frequency	Percentage (%)
17 – 25	88	17,6
26 – 35	113	22,6
36 – 45	161	32,2
46 – 72	122	24,4
Missing	16	3,2
Total	500	100

Figure 4.3: Age Group



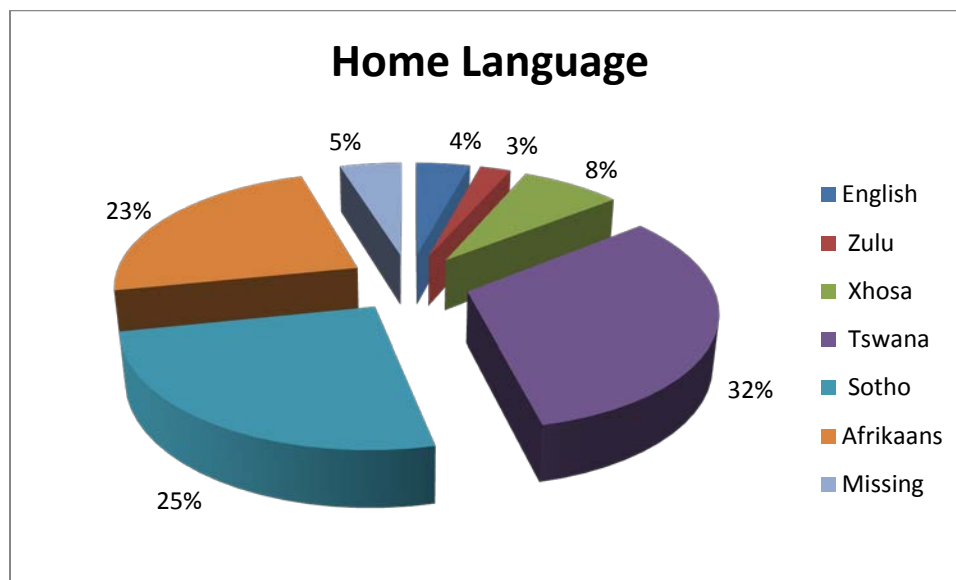
4.2.4 Home Language

Table 4.4 and figure 4.4 reveal that out of all the respondents in this study (32,0%) speak Tswana at home, followed by Sotho with 25,4%, Afrikaans with 23,4%, Xhosa with 7,8%, English with 4,2%, Zulu with 2,4% and missing with 3,2%. As a resident in the municipal area for more than 23 years, the researcher noted that in most cases the vernacular or first language is not the home language, as is the case with people who stay in Bloemfontein, their first language can be Sotho or Xhosa, but their home language might be Tswana. The study was conducted in a former homeland called Bophuthatswana, where the most commonly spoken language is Tswana, Therefore, the majority of residents should indicate Tswana as their home language, and this was reflected in the sample.

Table 4.4: Home Language

Home Language	Frequency	Percentage (%)
English	21	4,2
Zulu	12	2,4
Xhosa	39	7,8
Tswana	160	32,0
Sotho	127	25,4
Afrikaans	117	23,4
Missing	24	4,8
Total	500	100

Figure 4.4: Home Language

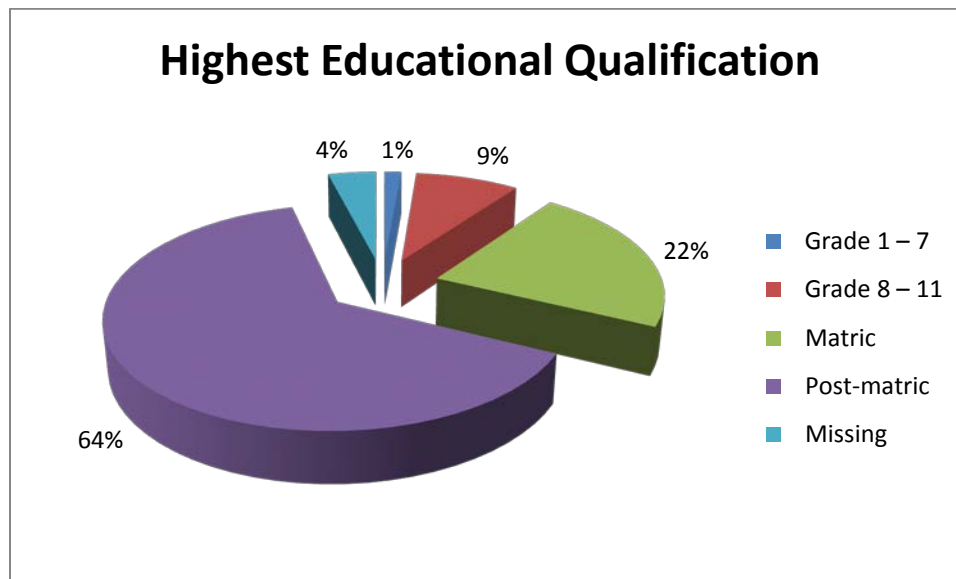


4.2.5 Highest Educational Qualification

Table 4.5: Highest Educational Qualification

Highest Educational Qualification	Frequency	Percentage (%)
Grade 1 – 7	7	1,4
Grade 8 – 11	43	8,6
Matric	111	22,2
Post-matric	319	63,8
Missing	20	4,0
Total	500	100

Figure 4.5: Highest Educational Qualification



From table 4.5 and figure 4.5 it is evident that almost two-thirds of the respondents in this study have acquired a post-matric qualification, with an indication of 63,8%. Human

in Alberts (2006:125) indicates that the qualifications of customers have a direct influence on their income.

The aforementioned statement by Human will be verified for this sample. The majority of respondents (63,8%) have a post-matric qualification and the majority of respondents (40,6%) have a gross monthly income of between R7 501 – R8 000 (see table 4.6 and figure 4.6). More than 80% (see figure 4.6) of the respondents recorded an educational qualification higher than matric, whereas 22,2% said they have matric, and 10% had less than matric.

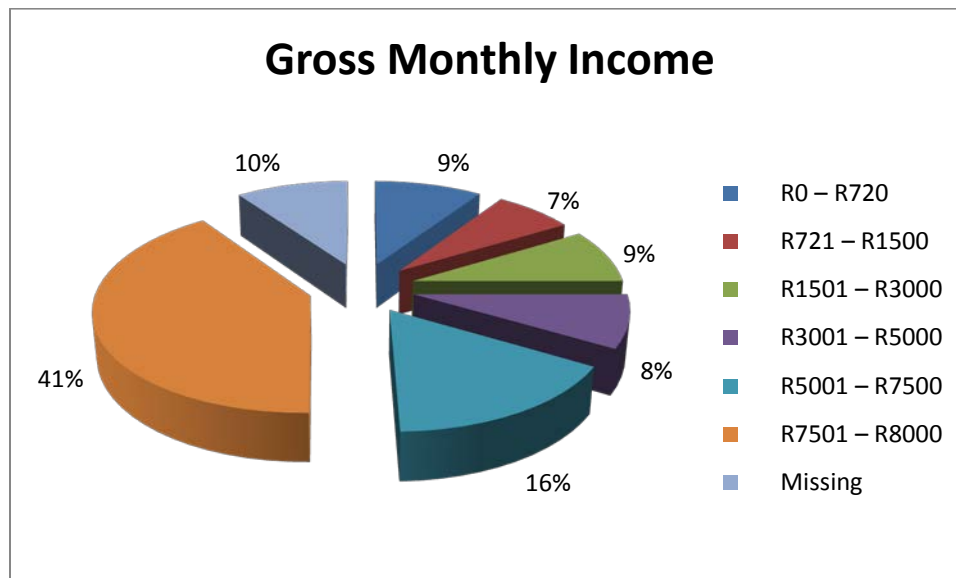
4.2.6 Gross Monthly Income

Respondents were also asked to indicate their gross monthly income and information on that is reflected in table 4.6 and graph 4.6. This table indicates that the majority of the respondents in this study, with 40,6%, have a gross monthly income of between R7 501 – R8 000, followed by 16,2% who have a gross monthly income of between R5 001 – R7 500, meaning that more than 50% of the respondents in this study have a gross monthly income of more than R5 000. Almost 20% of the respondents earn less than R1500 per month.

Table 4.6: Gross Monthly Income

Gross Monthly Income	Frequency	Percentage (%)
R0 – R720	47	9,4
R721 – R1500	35	7,0
R1501 – R3000	43	8,6
R3001 – R5000	42	8,4
R5001 – R7500	81	16,2
R7501 – R8000	203	40,6
Missing	49	9,8
Total	500	100

Figure 4.6: Monthly Gross Income

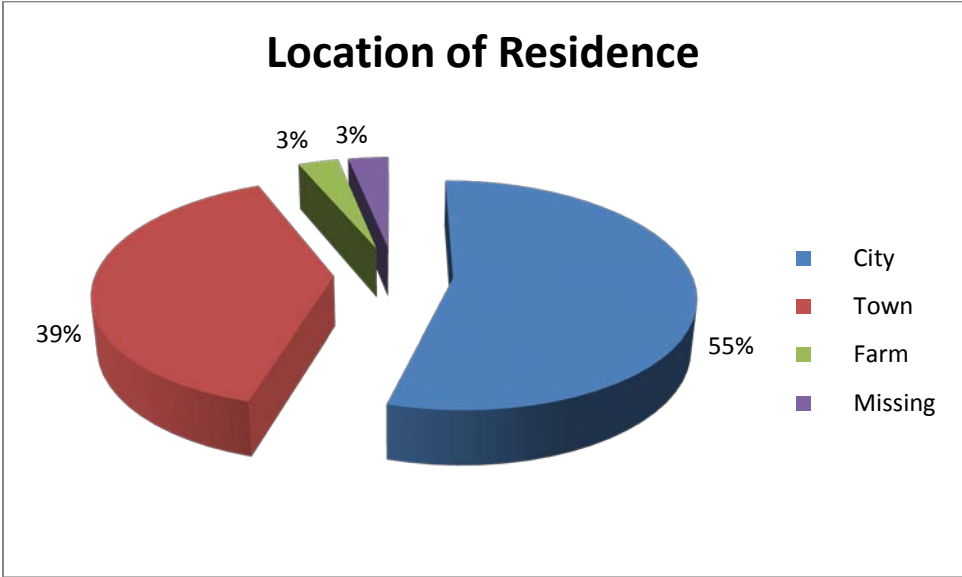


4.2.7 Location of Residence

Table 4.7: Location of Residence

Location of Residence	Frequency	Percentage (%)
City	272	54,4
Town	196	39,2
Farm	16	3,2
Missing	16	3,2
Total	500	100

Figure 4.7: Location of Residence



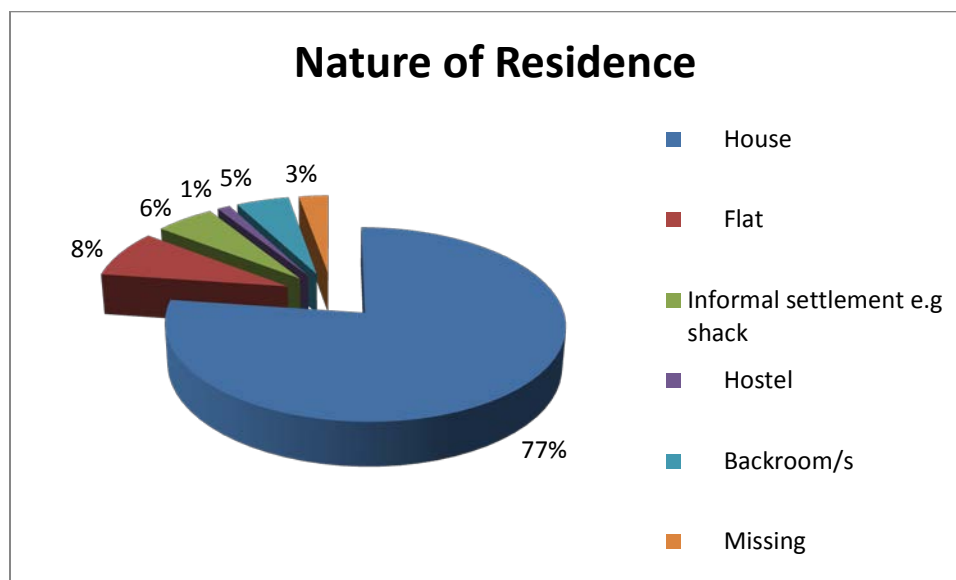
Respondents were asked to indicate their location of residence and information on that is reflected table 4.7 and figure 4.7. This graph indicates that the majority of the respondents in this study (55%) recorded that their location of residence is in the city, followed by 39% in a town, and 3% on a farm and missing with 3%.

4.2.8 Nature of Residence

Table 4.8: Nature of Residence

Nature of Residence	Frequency	Percentage (%)
House	386	77,2
Flat	41	8,2
Informal settlement e.g. shack	28	5,6
Hostel	6	1,2
Backroom/s	25	5,0
Missing	14	2,8
Total	500	100

Figure 4.8: Nature of Residence



It is evident from table 4.8 and figure 4.8 that more than 70% of the respondents in this study indicated that they are staying in houses (77,2%), followed by flats (8,2%), and those who are staying in hostels are in the minority (1,2%) and missing with 2,8%. The researcher is of the opinion that the 79% of respondents who indicated that they stay in houses is an important indication, as our government is serious about addressing the shack settlements in our country, which includes the Mangaung municipal area. The aforementioned statement by the researcher is supported by a report on housing service delivery by the Department of Housing (2004) which indicates that to deal with the challenges of decent housing for all South Africans and to comply with the Millennium Development Goal's targets, the South African government is racing to address the problem of shack settlements and had put forward a target of housing all shack populations by 2014.

4.3 Data analysis: participants' response relating to external local government communication on service delivery at the Mangaung Local Municipality

Pietersen and Maree in Petzer (2010:79) indicate that by means of descriptive statistics, data is organised and summarised to promote an understanding of the data characteristics. This section presents the responses obtained from the participants in this study for this section of the questionnaire (Section B). The researcher has grouped the questions of Section B according to the response scale used in the questionnaire – all the questions related to e.g. Strongly Agree, Agree, Disagree, Strongly Disagree as a group, Yes, No as a group, and Very Large Extent, Large Extent, Moderate Extent, Lesser Extent, Not At All as a group. The tables 4.9 to 4.16 present the responses obtained from the participants in this study for this section of the questionnaire (Section B). The data for the responses will be summarised with percentages (%) and also missing in percentage (%), mean and standard deviation.

Table 4.9: Participants responses with regard to questions in Section B related to whether they Strongly Agree, Agree, Disagree or Strongly Disagree.

Question	Description of question	Strongly Agree (%)	Agree(%)	Disagree(%)	Strongly Disagree (%)	Mis-sing (%)	Mean	Standard Deviation
1	Capacity	(8,3)	(38,9)	(35,1)	(16,3)	(1,4)	2,6	0,86
2	Public meetings	(7,1)	(37,1)	(35,3)	(18,3)	(2,2)	2,66	0,863
3	Izimbizos	(4,2)	(31,7)	(37,9)	(20,4)	(5,8)	2,79	0,831
4	Correspondence	(5,4)	(30,2)	(40,7)	(22,0)	(1,6)	2,81	0,846
6	Content of correspondence	(5,0)	(40,5)	(36,7)	16,1)	(1,6)	2,65	0,812
7	Language of correspondence	(13,1)	(51,2)	(20,4)	(13,5)	(1,8)	2,35	0,878
8	Informed about resolutions	(5,4)	(25,4)	(46,0)	(21,0)	(2,2)	2,84	0,821
9	Ward committee	(9,7)	(45,2)	(26,0)	(15,7)	(3,4)	2,49	0,882
10	Feedback on service delivery	(6,3)	(31,5)	(37,7)	(23,0)	(1,6)	2,79	0,874

In table 4.9, 51,4% (Strongly Disagree to Disagree) of the respondents indicated that the communication department at the Mangaung Local Municipality does not have the capacity to do their work. The researcher argues that this is not a favourable situation

for the department to function effectively. However, 47,2% (strongly agree to agree) believe the opposite - that the municipality's communication department does have the capacity to do their work.

Municipal leaders (the mayors, speakers, councillors) must publicly announce all city and town business by making that information available through the local news media, websites of the municipal departments, and public meetings. Any decisions should be made only after consultation with voters and other constituents (refer to 2.8). The aforementioned statements by Longren, according to the majority of the respondents, are not adhered to as a low percentage indicated (both less than 45%) (strongly agree to agree) that the municipality holds public meetings and izimbizos, less than 40% (strongly agree to agree) (receive correspondence on issues of service delivery and the municipality, less than 35% (strongly agree to agree) are informed about resolutions taken by the municipality, and less than 40% (strongly agree to agree) recorded that they receive feedback on issues of service delivery. The researcher is of the opinion that the above-mentioned percentages, especially of public meetings and izimbizos, are worrying factors as these meetings have to be held regularly. This is confirmed by Horak (2006:85), who says that public meetings and izimbizos are a form of enhanced dialogue and interaction between national government and residents at grassroots level. It is a form of public meeting where the Mayor or Mayoral Committee Members travel to local communities to communicate programmes and progress being made. It allows for immediate feedback from the community, which enhances participatory democracy. Communities exercise their right to be heard and can assist in building service delivery. However, an important aim of holding public meetings and izimbizos at local government level is to improve communication between ward committees and local government (chapter 2, refer to 2.11.1).

More than 50% of the respondents in this study indicated that they have a ward committee and more than 50% indicated that these ward committees do hold ward committees (refer to table 4.12, question 26). The researcher (based on his personal experience as an employee of a municipality) is of the opinion that the aforementioned

indication is satisfactory although the expectation is that the ward committees must be fully functional by meeting regularly. The aforementioned statement by the researcher is motivated by Longren, i.e. schedule regular ward meetings. The ward meeting allows leaders to meet face-to-face with residents in an informal environment. These meetings should be conducted periodically and should include not only the mayor but other leaders, such as mayoral committee members who are responsible for important topics or recent municipal decisions (chapter 2, refer to 2.8).

Table 4.10: Participants responses with regard to questions in Section B related to whether they indicate Yes or No.

Question	Description of question	Yes (%)	No (%)	Missing (%)
5	Introduction of Executive Mayor	(29,4)	(64,5)	(6,0)
11	Introduction of Speaker	(24,4)	(72,4)	(3,2)
12	Introduction of Members of Mayoral Committee	(22,6)	(75,2)	(2,2)
13	Introduction of Ward Councillor	(28,2)	(69,8)	(2,0)
14	Hotline number	(41,9)	(55,4)	(2,6)
15	Do you know the hotline number	(26,4)	(71,1)	(2,6)
16	Thusong Centre (Multi- purpose Centre -MPPC)	(20,0)	(72,8)	(7,3)

A large number of the respondents in this study (more than 60%) indicated that the municipality has not introduced the executive mayor, the speaker, members of the

mayoral committee, and ward councillors to them (refer to table 4.10. questions 5,11,12,13).

More than half of the respondents in this study (55,4%) indicated that they know about the hotline number of the municipality, but 71,1% of the respondents indicated that they do not know the hotline number (refer to table 4.10 questions 14,15). The researcher is of the opinion that the fact that more than 70% of the respondents do not know the hotline number is a worrying factor as it is important to use the number for issues related to service delivery, hence Longren indicated the following - establish a hotline for resident call-ins. Telephone hotlines can be useful to get information from constituents. The hotline can serve as the main contact point to report situations, such as a malfunctioning street light or to complain about garbage collection (chapter 2, refer to 2.8).

Another worrying factor is the indication that more than 70% of the respondents recorded that they do not have a Thusong Centre (a Multi-purpose Centre -MPPC). The aforementioned opinion of the researcher is motivated by the Government Communication Information Services (GCIS) by indicating the following with regard to a Thusong Centre. The GCIS has introduced the concept of Thusong Centres with the goal of providing every South African citizen with easy access to information and services near their homes. Local communities living near the Thusong Centre can also request information according to their specific needs. The Thusong Centre can be a tool to disseminate important information before, during, and after a crisis. This will show responsible communication and can help prevent public scrutiny about the way in which local government has dealt with its people. This could help prevent a crisis (refer to 2.11.3).

Table 4.11: Participants response with regard to questions in Section B related to whether they indicate Very large extent, Large extent, Moderate extent, Lesser extent or Not at all.

Question	Description of question	Very large extent (%)	Large extent (%)	Moderate extent (%)	Lesser extent (%)	Not at all (%)	Missing (%)	Mean	Standard deviation
17	Issues discussed at council meetings	(2,8)	(7,5)	(22,8)	27,8)	(36,9)	(2,2)	3,91	1,081
18	Invites me to council meetings	(4,2)	(8,5)	(24,2)	(20,8)	(39,9)	(2,4)	3,86	1,174
19	Information to pay for services	(5,2)	(11,3)	(26,6)	(21,8)	(32,9)	(2,2)	3,67	1,203
20	Usefulness of basic services	(4,8)	(10,5)	(28,0)	(23,2)	(31,5)	(2,0)	3,67	1,173
21	Basic services offered	(4,0)	(10,9)	(26,4)	(24,0)	(32,7)	(2,0)	3,72	1,158
22	Distribution of services	(3,6)	(7,5)	(28,2)	(25,8)	(32,9)	(2,0)	3,78	1,103
23	Informed about	(3,2)	(9,7)	(27,2)	(24,6)	(32,5)	(2,8)	3,76	1,12

	basic service delivery								
24	Informed about basic service delivery in future	(2,8)	(10,7)	(23,8)	(22,4)	(37,5)	(2,8)	3,83	1,143
29	Availability of ward councilor	(2,6)	(7,5)	(21,4)	(27,4)	(36,7)	(4,4)	3,92	1,078
30	Municipal services rendered at Thusong Centre (MPPC)	(2,2)	(6,7)	(21,4)	(22,4)	(42,5)	(4,8)	4,01	1,079

A disappointing percentage of respondents in this study (less than 20%) indicated that the municipality does inform them to a very large to a large extent on issues discussed at council meetings; are to a very large to a large extent invited to council meetings; are to a very large to large extent have an understanding of basic service delivery. They also indicated that (less than 15%) that the ward councilor is to a very large to a large extent not available to attend to their needs and aspirations on service delivery.

The above-mentioned concern of the researcher is confirmed by the GCIS that each ward within each municipal district is required to have a ward committee to act in an advisory capacity to the ward councilor responsible for the wellbeing of the particular ward. The ward committee gathers information from its community and passes this on

to the ward councilor, who would in turn inform the local government of the issues faced in the community.

Table 4.12: : Participants response with regard to questions in Section B related to whether they indicate Yearly, Monthly, Weekly, Daily or Other.

Question	Description of question	Yearly (%)	Monthly (%)	Weekly (%)	Daily (%)	Other (%)	Missing (%)
25	Holding of ward meetings	(17,7)	(20,6)	(1,8)	(0,8)	(39,5)	(19,6)
26	Ward committee meetings	(22,4)	(29,4)	(3,6)	(2,8)	(0,0)	(41,7)
28	Information on issues of basic service delivery	(29,8)	(31,5)	(6,5)	(5,6)	(0,0)	(26,6)

A large percentage of respondents in this study indicated that they receive information on issues of basic service delivery monthly (31,5%) and annually (29,8), compared to weekly (6,5%) and daily (5,6%), which according to the researcher, is a worrying factor and that impacts negatively on the lives of the communities. The researcher is of the opinion that a democratic government has a responsibility to communicate effectively with its communities on issues of basic service delivery.

Table 4.13: Participants response with regard to questions in Section B (question 27) related to whether they get information on issues of service delivery via the following media channels

Question	Description of question	Percentage (%)	Missing (%)
27 (1)	Information on issues of service delivery via newspaper	(38,1)	(61,9)
27 (2)	Information on issues of service delivery via radio	(26,8)	(73,2)
27 (3)	Information on issues of service delivery via television	(7,5)	(92,5)
27 (4)	Information on issues of service delivery via word of mouth	(28,4)	(71,6)
27 (5)	Information on issues of service delivery via notice board	(6,3)	(93,8)
27 (6)	Information on issues of service delivery via website	(5,2)	(94,8)

Respondents were asked to record how they get their information on issues of service delivery from the Mungaung Local Municipality. This is reflected in table 4.13. Respondents in this study indicated that they get information on issues of service delivery via newspapers,(38,1%), via radio,(26,8%), via television,(7,5%), via word of mouth,(28,4%), via notice board,(6,3%), and via a website,(5,2%).

4.4 Data analysis and interpretation: Comparison between Section A and Section B

The researcher will look into the impact of the personal data (biographic) variables on the respondents' responses. The personal data variables were examined to determine their influence on the respondents' perceptions regarding external local government communication and service delivery (Section B). Although there are eight variables in Section A (Personal Data), for the purpose of this research the researcher will only focus on three variables, namely:

- Age Group
- Highest Educational Qualification
- Gross Monthly Income

The researcher is of the opinion that the remaining five biographical variables which were not used do not have an impact on the study. The researcher is further of the opinion that given the nature of this study, the responses should only be impacted by the socio-economic factors. The biographic variables such as gender, population group, and nature of residence do not necessarily indicate standard of living as in the case of biographic variables such as the highest educational qualification and the gross monthly income.

In order to determine whether there were any statistically significant differences between the responses grouped using questions in Section A (the following variables were considered: Age Group, Highest Educational Qualification and Monthly Income) and certain questions in Section B (as some of the questions are related) from the

questionnaire, the responses were compared for each of the aforementioned questions in Section A and all questions in Section B.

In order to understand what the statistics want to tell researchers, tests or analyses looks at, firstly, statistical significance, which indicates to researchers that there is a correlation or difference depending on the purpose of the test. Statistical significance further allows us to say how sure we are that what we see in the sample, we will also see in the population. For this we use p-values, our cut-off is 0,05, thus if $p \leq 0,05$ we say there is a 95% chance of finding something in population. However, since the sample is not random, we cannot **GENERALISE**, so all p-values are reported for the sake of being incomplete.

This study will therefore focus on the practical significance of the relationship between variables as indicated by the correlation coefficient or r-value.

Table 4.14: Test statistic interpretation levels

	Small – No real effect	Medium – Practically visible effect	Large – Practically significant effect
R	0,1	0,3	0,5

When performing statistical analysis there are two groups of tests available, namely parametric and non-parametric tests. Parametric statistical tests assume that your data are normally distributed (follow a classic bell-shaped curve). An example of a parametric statistical test is the Student's t-test. Non-parametric tests make no such assumption. An example of a non-parametric statistical test is the Sign Test. Parametric tests are more powerful to pick up correlation or difference, but require assumptions of normality and constant variances. The researcher in this study tested for normality using Kolmogorov-Smirnov and Shapiro-Wilk which indicate non-normal data, but the QQ-plots indicated that deviations were not severe.

The Levene's test was used to test for constant variances and the p-values were larger than 0,05 indicating homogeneity of variance. However, for the purpose of this study non-parametric tests were performed to ensure accurate representation.

4.5 Correlations

Spearman's rank correlation coefficient correlation test was performed for this study. It is a non-parametric measure of a linear relationship between two variables. It assesses how well the relationship between two variables can be described using a monotonic function. A perfect Spearman correlation of +1 or -1 occurs when each of the variables is a perfect monotone function of the other. The researcher will only discuss briefly the two variables where there is a correlation and which is relevant to this study and where there is no correlation between the variables, the researcher will only indicate and discuss the effect sizes and its significance.

Table 4.15: Correlation between A3 (Age Group) and B1 (the capacity of the communication department at the Mangaung Local Municipality)

(Age Group) Question A3	Question B1 (Capacity)	
	Correlation coefficient (r)	0,095
	P-value	0,037
	N	477

Effect size = r -value < 0,5, meaning there is no practical significant association and p-value < 0,05, meaning it is statistically significant.

There is no practical significant relationship, as the effect size is small and there is no real effect, between Question A3 (Age Group) and Question B1 (Capacity).

Table 4.16: Correlation between A3 (Age Group) and B8 (information about resolutions taken at the Mangaung Local Municipality)

(Age Group) Question A3	Question B8 (Informed about resolutions)	
	Correlation coefficient (r)	0,046
	P-value	0,317
	N	476

Effect size = r -value $<0,5$, meaning there is no practical significant association and p -value $>0,05$, meaning it is not statistically significant.

There is no statistically significant association with a small effect size between Question A3 (Age Group) and Question B8 (Informed about resolutions).

Table 4.17: Correlation between A3 (Age Group) and B29 (Availability of ward councillor to discuss service delivery)

(Age Group) Question A3	Question B29 (Availability of ward councillor to discuss service delivery).	
	Correlation coefficient (r)	0,009
	P-value	0,855
	N	465

Effect size = r -value $<0,5$, meaning there is no practical significant association and p -value $> 0,05$, meaning it is not statistically significant.

There is no statistically significant association with a small effect size between Question A3 (Age Group) and B29 (Availability of ward councillor to discuss service delivery).

Table 4.18: Correlation between A3 (Age Group) and B2 (holding of public meetings by the Mangaung Local Municipality)

(Age Group) Question A3	Question B2 (Holding of Public meetings)	
	Correlation coefficient (r)	0,046
	P-value	0,317
	N	476

Effect size = r -value $<0,5$, meaning there is no practical significant association and p -value $>0,05$, meaning it is not statistically significant.

There is no statistically significant association with a small effect size between Question A3 (Age Group) and Question B2 (Holding of Public meetings).

Table 4.19: Correlation between A3 (Age Group) and B17 (issues discussed at the council meetings) of the Mangaung Local Municipality

(Age Group) Question A3	Question B17 (Issues discussed at council meetings)	
	Correlation coefficient (r)	0,046
	P-value	0,317
	N	476

Effect size = r -value $<0,5$, meaning there is no practical significant association and p -value $>0,05$, meaning it is not statistically significant.

There is a statistically significant association with a small effect size between Question A3 (Age Group) and Question B17 (Issues discussed at council meetings).

Table 4.20: Correlation between A5 (Highest Educational Qualification) and A6 (Gross Monthly Income)

(Highest Educational Level) Question A5	Question A6 (Gross Monthly Income)	
	Correlation coefficient (r)	0,512
	P-value	0,0001
	N	439

Effect size = $r\text{-value} > 0,5$, meaning there is practically significant association and $p\text{-value} < 0,05$, meaning it is statistically significant.

There is a practically significant association with a large effect size between Question A5 (Highest Educational Level) and Question A6 (Gross Monthly Income).

For the purpose of this research table 4.20 indicates that respondents with a higher level of educational qualification seem to earn a higher gross monthly income.

Table 4.21: Correlation between A5 (Highest Educational Qualification) and B3 (imbizos held by the Mangaung Local Municipality)

(Highest Educational Qualification) Question A5	Question B3 (imbizos)	
	Correlation coefficient (r)	0,070
	P-value	0,138
	N	453

Effect size = $r\text{-value} < 0,5$, meaning there is no practically significant association and $p\text{-value} > 0,05$, meaning it is not statistically significant.

There is no statistically significant association with a small effect size between Question A5 (Highest Educational Qualification) and Question B3 (Izimbizos).

Table 4.22: Correlation between A5 (Highest Educational Qualification) and B5 (content of correspondence is understandable) from the Mangaung Local Municipality

(Highest Educational Qualification) Question A5	Question B5 (Content of correspondence is understandable)	
	Correlation coefficient (r)	0,035
	P-value	0,450
	N	472

Effect size = r -value $<0,5$, meaning there is no practically significant association and p -value $>0,05$, meaning it is not statistically significant.

There is no statistically significant association with a small effect size between Question A5 (Highest Educational Qualification) and Question B5 (Content of correspondence is understandable).

Table 4.23: Correlation between A5 (Highest Educational Qualification) and B20 (information received on the usefulness of basic services) from Mangaung Local Municipality

(Highest Educational Qualification) Question A5	Question B20 (Usefulness of basic services)	
	Correlation coefficient (r)	0,142
	P-value	0,002
	N	471

Effect size = r -value $<0,5$, meaning there is no practically significant association and p -value $<0,05$, meaning it is statistically significant.

There is a statistically significant association with a small effect size between Question A5 (Highest Educational Qualification) and Question B20 (Usefulness of basic services). The researcher is of the opinion that respondents with a higher educational qualification would like to know about the usefulness of basic services.

Table 4.24: Correlation between A5 (Highest Educational Qualification) and B24 (information received about basic service delivery in future) at the Mangaung Local Municipality

(Highest Educational Qualification) Question A5	Question B24 (Informed about basic service delivery in future)	
	Correlation coefficient (r)	0,100
	P-value	0,031
	N	467

Effect size = r -value < 0,5, meaning there is practically significant association and p -value < 0,05, meaning it is statistically significant.

There is a statistically significant association with a small effect size between Question A5 (Highest Educational Qualification) and Question B24 (Informed about basic service delivery in future).

The researcher is further of the opinion that respondents with a higher educational qualification would like to be inform about basic service delivery by the municipality in the future as they are usually the one who pays for municipal services.

Table 4.25: Correlation between A6 (Highest Educational Qualification) and B17 (information on issues discussed at council meetings) of the Mangaung Local Municipality

(Gross Monthly Income) Question A6	Question B17 (Issues discussed at council meetings)	
	Correlation coefficient (r)	0,296
	P-value	0,0001
	N	441

Effect size = r -value < 0,5, meaning it is practically visible effect and p -value < 0,05, meaning it is statistically significant.

There is a practically visible association with a medium effect size between Question A6 (Gross Monthly Income) and Question B17 (Issues discussed at council meetings).

The researcher is of the opinion that respondents with higher incomes are usually also better informed on issues related to the municipality or council meetings as they can afford to buy newspapers or have access to a website, whereas respondents with a low income can't afford to buy a newspaper or have access to a website.

Table 4.26: Correlation between A6 (Gross Monthly Income) and B21 (information on what basic services are offered) at the Mangaung Local Municipality

(Gross Monthly Income) Question A6	Question B21 (Basic services offered)	
	Correlation coefficient (r)	0,152
	P-value	0,0001
	N	443

Effect size = r -value $<0,5$, meaning there is no practically significant association and p -value $<0,05$, meaning it is statistically significant.

There is no practically significant association with a medium effect size between Question A6 (Gross Monthly Income) and Question B21 (Basic services offered).

Table 4.27: Correlation between A6 (Gross Monthly Income) and B24 (information on basic services delivery in future) at Mangaung Local Municipality

(Gross Monthly Income) Question A6	Question B24 (Informed about basic service delivery in future)	
	Correlation coefficient (r)	0,254
	P-value	0,0001
	N	440

Effect size = r -value $<0,5$, meaning there is a practically visible effect and p -value $<0,05$, meaning it is statistically significant.

There is a practically visible effect with a medium effect size between Question A6 (Gross Monthly Income) and Question B24 (Informed about basic service delivery in future).

The researcher is also of the opinion that respondents with a high gross monthly income would like to be informed about basic service delivery in future as they are the ones who usually pay for their services rendered by the municipality.

Table 4.28: Correlation between A6 (Gross Monthly Income) and B17 (issues discussed at council meetings) of Mangaung Local Municipality

(Gross Monthly Income) Question A6	Question B17 (Issues discussed at council meetings)	
	Correlation coefficient (r)	0,296
	P-value	0,0001
	N	441

Effect size = r -value $<0,5$, meaning there is a practically visible effect and p -value $<0,05$, meaning it is statistically significant.

There is a practically visible effect with a medium effect size between Question A6 (Gross Monthly Income) and Question B17 (Issues discussed at council meeting).

Table 4.29: Correlation between A6 (Gross Monthly Income) and B29 (availability of ward councillor to discuss service delivery) at the Mangaung Local Municipality

(Gross Monthly Income) Question A6	Question B29 (Availability of ward councillor to discuss service delivery)	
	Correlation coefficient (r)	0,195
	P-value	0,0001
	N	432

Effect size = r -value $<0,5$, meaning there is no practically significant association and p -value $<0,05$, meaning it is statistically significant.

There is no practically significant association with a medium effect size between Question A6 (Gross Monthly Income) and Question B29 (Availability of ward councillor to discuss service delivery).

Table 4.30: Correlation between A6 (Gross Monthly Income) and B30 (the extent of the rendering of municipal services) at Thusong Centre by the Mangaung Local Municipality

Question A6 (Gross Monthly Income)	Question B30 (rendering of municipal services at Thusong Centre)	
	Correlation coefficient (r)	0,192
	P-value	0,0001
	N	430

Effect size = r -value $<0,5$, meaning there is no practically significant association and p -value $<0,05$, meaning it is statistically significant.

There is no practically significant association with a medium effect size between Question A6 (Gross Monthly Income) and Question B30 (rendering of municipal services at Thusong Centre).

4.6 Conclusion

This chapter provided an analysis and interpretation of the respondents' data that was collected by means of questionnaires. In essence, the data revealed that external local government communication at the Mangaung Local Municipality is a cause of concern and that it impacts negatively on service delivery. Hence, the researcher is of the

opinion that serious intervention is needed in order to change and improve the situation at this municipality.

In the next chapter, conclusive remarks are made based on the empirical research and recommendations made on how external local government communication can be improved at the Mangaung Local Municipality in order to accelerate and better service delivery in the three areas, namely, Bloemfontein, Botshabelo and Thaba Nchu.

CHAPTER 5

SUMMARY, FINDINGS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the research attempts to revisit the purpose of the study in order to ascertain whether it has been achieved or not. Questions with regard to problems were posed in the first chapter of this study; and these questions needed to be answered as the study unfolded.

This chapter will discuss whether the literature review, as well as the questionnaires that were administered in this study, contributed in answering the problem questions on which this study was based.

This chapter provides information regarding the following:

- An overview of the study
- Findings from the literature review
- Findings from the empirical research
- Findings in relation to the objectives of the study
- Recommendations
- Conclusion

5.2 An overview of the study

This section intends to provide a brief overview of the gist of the preceding chapters of this study. The purpose of this exercise is to focus the reader's mind on the important aspects of each chapter, so that the findings and the recommendations that ensue make a meaningful link.

5.2.1 Chapter One

The purpose of this chapter was to orientate the reader with regard to:

- The problem statement, which is that certain areas in our country (including the Mangaung municipal area), have been plagued by service delivery protests and the origin of the increased momentum cannot be pinpointed. The culture of these protests in our country is not uncommon, because it is this very phenomenon that delivered South Africa into democracy, albeit the consequence is mostly regrettable in unavoidable violent incidents. These service delivery stand-offs by communities have continued to occur even during the new dispensation (the post-apartheid government), orchestrated by various factors. Although these factors have ranged from the locality of the municipality, alleged Third Force related, political infighting, etc., the lack of communication to communities by councillors to keep their constituencies informed, is relevant for this study. Hence, the research on the assessment of external local government communication on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State is relevant as such research has never been undertaken in this municipal area situated in the Motheo district in the Free State.
- The primary objective of this study is to assess and determine external local government communication on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State. In this process, the researcher will look at trends in government communication. Systematic and empirical research on the assessment of external local government communication on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State is relevant as such research has never been undertaken in this municipal area situated in the Motheo district in the Free State.
- The secondary objectives of this study are to provide an overview of the concept of local government communication; establish and analyse the factors that contribute to the gap between local government communication and service

delivery; demonstrate how managing communication in local government can assist in service delivery; and to offer a conclusion and recommendations drawn from the attained results regarding the assessment of external local government communication on the functionality of effective service delivery at the Mangaung Local Municipality in the Free State, as well as any other problems hampering effective external local government communication.

- An empirical research design was utilised for this research. A quantitative design was chosen as it was the researcher's intention to establish and confirm what the given situation is at the Mangaung Local Municipality with regard to its external communication and service delivery in the area. The research was conducted amongst people who pay their municipal bills at municipal pay points and electricity vending machines at the Mangaung Local Municipality. All the municipal pay points and electricity vending machines in Bloemfontein, Botshabelo and Thaba Nchu were visited personally by the researcher and two assistants. The questionnaires were distributed personally, with the help of the two assistants, among the respondents and the completed questionnaires were collected personally immediately after completion. Interviews were also conducted.

- The structure of the study.

5.2.2 Chapter Two

This chapter focused specifically on providing insight into the nature of local government communication and service delivery in local government. Issues on how to strategise for local government, the role of communication in government, and how to strategise for communication in government, especially with the focus on local government were examined.

This chapter further focused on how best communication could be improved between the community and local government. It further highlighted the status of service delivery at local government and what could be done by utilising the communication channels to communicate issues of service delivery to the community.

5.2.3 Chapter Three

This chapter elaborated on the empirical research design that was used in this study to investigate the research problem. The choice of research design and the data collection instrument were discussed in detail and the implementation of quantitative descriptive survey research by means of questionnaires was motivated. A quantitative approach was chosen for the purpose of this study as it was the researcher's intent to establish and confirm a given situation in the Mangaung municipal area, which includes Bloemfontein, Botshabelo and Thaba Nchu, through the opinions of the residents in these three areas regarding the extent to which they are communicated with on issues related to the municipality and service delivery.

5.2.4 Chapter Four

The data obtained from the questionnaires were analysed and interpreted in this chapter. The findings show that respondents in Bloemfontein, Botshabelo and Thaba Nchu who participated in this study indicated that there are problems with regard to external local government communication on issues of service delivery at the Mangaung Local Municipality.

5.3 Findings from the literature review

The information obtained from the literature review was utilised for the formulation of questions for the questionnaire which was used for this study. Literature such as

articles, policies, textbooks etc. on local government communication and service delivery were utilised for this study.

According to the Government Communications Information Service (GCIS) and the South African Local Government Association (SALGA), political leadership and management of the local communication function at a local municipality such as the Mangaung Local Municipality, where this study were conducted, is a critical success factor in ensuring healthy communication with the communities in the municipal area (refer to chapter 2, 2.3).

The Constitution of the Republic of South Africa stipulates, in Section 6(3) (b), that municipalities must take into account the language use and preference of their residents when communicating with them (refer to chapter 2, 2.3.1, 2.3.2). It is clear that government, especially local government (i.e. municipalities), as it is the sphere of government which is closest to the people has a responsibility to give feedback on government programmes to its citizens or communities and also respond in an acceptable manner to their needs. Government has to reach out to its citizens and communicate its messages through the relevant media channels and by using the official languages understood by the residents in that specific area.

Government communicators in all three spheres of government, i.e. national, provincial, and local government must therefore speak with a shared purpose and clarity of message. The actions that are taken must be informed by an understanding of the environment they are working in, of who they are trying to reach, what they are thinking, and how they can best be reached. In other words, government communicators must strategise for communication, translating their ideas into a concrete programme of action that promotes their objectives (refer to chapter 2, 2.4.2, 2.4.3, 2.4.5).

According to SALGA and GCIS (2008:15), a well-written communication strategy is a critical part of a campaign. The document will guide all future actions. It should include all time frames to guide the implementation of the campaign. It will be the standard

against which the success or failure of the campaign is measured, and is the most critical means for keeping the campaign on track.

The strategy needs to be clear, concise and well-written in a form that is easily understood and convincing. It should not be in a series of bullet-points, but a logical presentation of the thinking behind the strategising, articulating the core message and themes (see chapter 2, 2.4.6).

A central communication service must have the authority to carry out its work - it must be located in the highest office, meaning on all other levels communication structures must be placed in the offices of the political principals (at national government level, the communication and media liaison unit must be in the office of the president; at provincial government level, the communication and media liaison unit must be in the office of the premier; and at local government level, the communications and media liaison unit must be located in the office of the executive mayor) (see chapter 4, 4.1.2). The political principals are the main communicators (see chapter 4, 4.1.3).

To improve communication between the community and the municipality, it is very important that the municipal leadership, e.g. the mayor, speaker or municipal manager, must practice an open door policy with the community that they are serving. This leadership must be available for the community. They must be easily accessible and be in the position to assist communities with their needs.

Developmental local government requires municipal officials to discharge their responsibilities with prudence and in an efficient, transparent, and accountable manner - thus promoting good governance. Good governance entails the existence of efficient and accountable institutions and systems and entrenched rules that promote development and ensure that people are free to participate in, and be heard on, the decisions and implementation thereof that directly affect their lives. For democracy to materialise at the municipal level, citizens have to be given some role in these

processes. This will lead to more accountability and responsiveness, and therefore the level of democracy will improve (see chapter 2, 2.9).

South Africa has taken a significant and positive stride towards the promise of developmental local government. However, most municipalities are still plagued by significant challenges such as strong and sound political leadership, good governance practices, and relevant policies and programmes to be implemented.

Poor service delivery can also make it difficult to attract business or industry to an area and will limit job opportunities for residents. Basic services such as water and electricity supply needed in rural areas may be different from those, such as street lighting and municipal health services, that urban communities need.

Municipalities which are faced with service delivery protests are the ones which are unable to deliver services to residents. These aforementioned challenges might be because of lack of finances or lack of capacity to provide a good service at an affordable price. Such municipalities should find other ways to ensure that the services are improved and reach the people most in need of them. Some options that they could consider are capacity building, corporatisation, and municipal service partnerships (see chapter 2, 2.10.1 – 2.10.2.3).

Local government or municipalities can use the following communication channels such as mayoral izimbizos ((now referred to as Public Participation Programmes), the Government Online News Service, Multi-purpose community centres (MPCCs) [now referred to as to Thusong centres], information centres, and ward committees, to communicate issues on service delivery and issues related to the municipality (see chapter 2, 2.11.1 – 2.11.4).

5.4 Findings from the empirical review

It was found that more than 50% of the respondents in this study (51,4%) indicated that the communication department at the Mangaung Local Municipality does not have the capacity to do their work. It was further found that 41,7%, however, believe that the communication department at the municipality does have the capacity to do their work (refer to table 4.9).

Respondents in this study indicated with a low percentage, less than 45%, that the municipality holds public meetings and izimbizos, less than 40% received correspondence on issues of service delivery and the municipality, less than 35% are informed about resolutions taken at the municipality, and less than 40% recorded that they received feedback on issues on service delivery from the municipality.

It was also found that more than 50% of the respondents in this study indicated that they have a ward committees and more than 50% indicated that these ward committees do hold ward committees (refer to table 4.12, question 26).

A large number of the respondents in this study (more than 60%) indicated that the municipality has not introduced the executive mayor, the speaker, the members of mayoral committee and the ward councillor to them (refer to table 4.10, questions 5,11,12,13).

It was further found that more than half of the respondents in this study (55,4%) indicated that they know about the hotline number of the municipality, but 71,1% of the respondents indicated that they do not know the hotline number (refer to table 4.10, questions 14,15).

It was found that a disappointing percentage of respondents in this study (less than 20%) indicated that the municipality does inform them on issues discussed at council meeting; are invited to council meetings; and have an understanding on basic service delivery. They also indicated that (less than 15%) that the ward councillor is to a very

large or a large extent not available to attend to their needs and aspirations on service delivery.

A large percentage of respondents in this study indicated that they receive information on issues of basic service delivery monthly (31,5%) and annually (29,8%), compared to weekly (6,5%), and daily (5,6%). This, according to the researcher, is a worrying factor that impacts negatively on the lives of the communities.

5.5 Findings in relation to the objectives of the study

5.5.1 The primary objective of this study was to assess and determine the role of external government communication on service delivery at the Mangaung Local Municipality in the Free State.

This was attained through the responses by the participants in this study to the questionnaire. It was found that a large number of the respondents indicated that the municipality does not hold izimbizos or public meetings, they are not informed about resolutions, and there is no feedback on service delivery (see table 4.5, question 2,3,8,10).

A large number of the respondents further indicated that the executive mayor, the speaker, members of the mayoral committee, and the ward councillors in their respective wards were not introduced to them by the Mangaung Local Municipality (see table 4.6, questions 5, 11, 12, 13). A large number also indicated that they donot know about the hotline number of the municipality in order for them to report sewerage blockages, electricity outages, etc. or any other issues related to service delivery (see table 4.6, question14, 15).

5.5.2 The following were the secondary objectives of the study:

- to provide an overview of the concept of local government communication. This secondary objective was attained through the literature that was used for this study. The nature of local government communication was discussed, looking at the Constitution and certain legislation with regard to local government communication (see chapter 2, 2.3, 2.3.1,2.3.2). Aspects on how to strategise for local government was also dealt with and core elements which are contained in the communications strategising process were discussed (see chapter 2, 2.4, 2.4.1 - 2.4.7).

- to establish and analyse the factors that contribute to the gap between local government communication and service delivery. This secondary objective was also attained through the literature review and empirical research that was used for this study. The communication gap between the municipality and the community can be addressed by making use of the official languages determined by council that are spoken by the residents in that municipal area (see chapter 2, 2.3.2). A large number of the respondents in this study indicated that they do not receive feedback from the municipality on issues of service delivery, as the municipality does not hold izimbizos and public meetings and they also do not know the political leadership of the municipality as they were never introduced to them (see table 4.5, questions 2,3,4, 9,10), (see table 4.6, questions, 5,11,12,13).

- to demonstrate how managing communication in local government can assist in service delivery. This secondary objective was also attained through the literature review that was used for this study. The municipality must develop a communication strategy and a communication policy. The background of the situation at the municipality should outline everything that has led to the need for the communication strategy to ensure that the municipality is conducting the right campaign and engaging the right stakeholders. It should be stated what the desired outcome of the particular programme is (see chapter 2, 2.4.1,2.4.2). In the policy it must be clear who is responsible to speak on behalf of the municipality (see chapter 4, 4.1.3)

5.6 Recommendations

In view of the findings and to assist the Mangaung Local Municipality to effectively communicate issues with regard to the municipality and on service delivery to the residents in its municipal area, the researcher recommends the following:

- Effective local government communication should be a two-way street. Local government or the municipality must not aim only to convey its message on service delivery to the public, but it must also seek to know what the needs and aspirations of the community in the municipal area are.
- Every municipality must have a communication policy and strategy. It is the responsibility of the communications department at the municipality to implement it.
- It is important that a municipality introduces the mayor, the speaker, the members of mayoral committee and the ward councillors to the public, so that if a member of a public in a specific ward has a problem with regard to service delivery or any issue relating to the municipality he or she can approach them.
- The municipality must ensure that it disseminates information on issues of service delivery and the municipality to its community by making effective use of the different media channels available, such newspapers, television and radios. Although not every member of the community has a television or a radio, most have access to free community newspapers. The communication department at the municipality should, in particular, make use of community media, such as community radio stations and community newspapers, as this is the media most utilised by members of the community. Although many community members do not have access to technology, the municipality's communication department should not underestimate the number of citizens who have access to cellular phones, and thus have access to social media, such as Facebook and Twitter.

These tools could also be utilised to reach citizens of a municipal area, especially younger people.

- Information on the municipality and service delivery must be readily available at the Thusong Centres or Multi-Purpose Centres (MPPC's) in order that information on the municipality and service delivery reaches grassroots communities.
- Municipalities must improve on their response time on issues of service delivery that impact negatively on the lives of the communities, in order to avoid violent protests, by giving them feedback timeously and also informing them on resolutions taken in council meetings at public and ward meetings.
- Municipalities should be proactive instead of reactive. Often they allowing themselves to be confronted by a situation and then only they react. Municipalities can be proactive by ensuring that all communication systems are in place. Thereby they keep the communities they serve informed regularly and timeously on issues related to service delivery and the municipality.
- Ward Committees must be coordinated at a municipal, district, provincial and national level.
- In order to improve the capacity in the communication department at municipalities, the necessary training and workshops on communication should be provided to staff members of the department. Capacity building is one of the most important tools available to local government in bridging the gaps in what is expected of municipal officials and what they can deliver. In the context of the overall transformation of local government, skills development is critical as it lays the foundation for a more people-oriented local government system, able to meet the demands of the people for democracy, reconstruction and development. For

local government to work, there is an urgent need for investment in capacity building of councillors and officials.

- Key officials, like the municipal manager and directors and politicians like, the mayor, speaker and all other councillors receive formal media training.

5.7 Conclusion

There can be no doubt as to the relevance and immediate importance of this study. This study has confirmed what Horak indicated in chapter 2, that local government is the link between communities and the broader government structure. The study further showed that local government is an open system within the larger supra-system of national and provincial government and that local government utilises a number of subsystems to accomplish its mandate and is strategically placed in communities to build relationships necessary for service delivery and feedback to the broader government. If local government is able to implement more effective communication, then damage to the reputation and relationships will be minimised if any problem or crisis occurs.

The researcher concludes this study with a quote from The Institute for Democracy in Africa (IDASA). According to IDASA, for the majority of people democracy and government are inextricably linked. Strom (2009: online), in a paper published on the IDASA website, describes the importance of local government as follows:

In South Africa, the three spheres of government perform distinct functions in terms of the Constitution. By spreading the responsibilities of government across national, provincial and local structures, the Constitution ensures that government does not become too far removed from citizens. Local government is the sphere of government that is closest to the people. In many ways, it is the most important sphere of government because it provides the basic services that determine the quality of South Africans' everyday lives. It is also easiest for citizens to interact directly with local government and to build democracy by becoming involved in solving local problems.

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ANNEXURE 1 – QUESTIONNAIRE – ENGLISH VERSION

NORTH WEST UNIVERSITY QUESTIONNAIRE

THE ROLE OF EXTERNAL GOVERNMENT COMMUNICATION ON SERVICE DELIVERY AT MANGAUNG LOCAL MUNICIPALITY.

Please complete the questionnaire by **INDICATION OF AN (X)**, unless stated otherwise.

A. CLASSIFICATION DATA

PERSONAL DATA

1. Gender

Male	1
Female	2

2. Population Group

Asian	1
Coloured	2
White	3
African	4

If other, please specify:

3. How old are you? (e.g. 24)

4. Which language do you speak at home?

English	1
Zulu	2
Xhosa	3
Tswana	4
Sotho	5
Afrikaans	6

If other, please specify.....

5. What is your highest educational qualification?

Grade 1-7	1
Grade 8-11	2
Matric	3
Post matric	4

If other, please specify.....

6. What is your monthly gross income?

R0-R720	1
R721-R1500	2
R1501 –R3000	3
R3001-R5000	4
R5001 – R7501	5
R7501 +R8000	6

If other, please specify.....

7. Where do you live/reside?

City	1
Town	2
Farm	3

If other, please specify.....

8. What is the nature of your residence?

House	1
Flat	2
Informal settlement e.g. shack	3
Hostel	4
Backroom/s	5

If other, please specify.....

B. QUESTIONS TO RESPONDENTS RELATING TO THE ROLE OF EXTERNAL GOVERNMENT COMMUNICATION ON SERVICE DELIVERY AT MANGAUNG LOCAL MUNICIPALITY.

1. The communication department at Mangaung Local Municipality have the capacity do their work.

Agree	1
Disagree	2
Strongly degree	3

If other, please specify.....

2. Mangaung Local Municipality hold public meetings.

Yes	1
No	2

3. Mangaung Local Municipality do hold izimbizos.

Yes	1
No	2

4. I am satisfied with the correspondence that I am receiving from Mangaung Local Municipality.

Yes	1
No	2

5. Mangaung Local Municipality did come and introduce the executive mayor to the public.

Yes	1
No	2

6. The content of the correspondence which I receive from Mangaung Local Municipality is understandable.

Yes	1
No	2

7. The correspondence that I am receiving from Mangaung Local Municipality is in a language that I understand.

Yes	1
No	2

8. The Mangaung Local Municipality keeps me well informed about resolutions.

Yes	1
No	2

9. Do you have a ward committee?

Yes	1
No	2

10. Mangaung Local Municipality constantly and speedily give feedback to the residents on basic service delivery issues

Yes	1
No	2

11. Mangaung Local Municipality did come and introduce the speaker.

Yes	1
No	2

12. Mangaung Local Municipality did come and introduce the Members of Mayoral Committee.

Yes	1
No	2

13. Mangaung Local Municipality did come and introduce my ward councillor to me.

Yes	1
No	2

14. Do Mangaung Local Municipality have a hotline number where you can report issues like water leakages sewerage spill outs etc?

Yes	1
No	2

15. Did Mangaung Local Municipality communicates the hotline number to you?

Yes	1
No	2

16. Do you have a Thusong Centre in your area?

Yes	1
No	2

17. The Mangaung Local Municipality keeps me well informed about issues which were discussed at council meetings.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

18. The Mangaung Local Municipality do invite me to council meetings.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

19. The Mangaung Local Municipality keeps me well informed about what I am paying for the services I use.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

20. I am well informed about the usefulness of basic services I receive from Mangaung Local Municipality.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

21. Mangaung Local Municipality keeps we well informed about what basic services are offered at the municipality.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

22. I am well informed about the distribution of services by the Mangaung Local Municipality to all the residents in the area.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

23. I am well informed about what the Mangaung Local Municipality is doing to ensure basic service delivery now.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

24. I am well informed about what the Mangaung Local Municipality intends to do to ensure basic service delivery in the future.

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

25. How often does your councillor hold ward meetings?

Yearly	Monthly	Weekly	Daily	Other
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26. How often do your ward committee meet?

Yearly	1
Monthly	2
Weekly	3
Daily	4

If other, please specify.....

27. How do you get information on issues of service delivery from Mangaung Local Municipality?

Newspaper	1
Radio	2
Television	3
Word of Mouth	4
Notice board	5
Website	6

If other, please specify.....

28. How often do you hear about issues of basic service delivery from Mangaung Local Municipality?

Yearly	1
Monthly	2
Weekly	3
daily	4

If other, please specify.....

29. To what extent is your ward councillor available to discuss issues related to basic service delivery with you?

Very large extent	Large extent	Moderate extent	Lesser extent	Not at all
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30. To what extent are services that are rendered at the Thusong Centre with regard to municipal services?

Very large extent	1
Large extent	2
Moderate extent	3
Lesser extent	4
Not at all	5

**THANK YOU VERYMUCH FOR YOUR FRIENDLY CO-OPERATION IN
COMPLETING THIS QUESTIONNAIRE!**

ANNEXURE 2 – QUESTIONNAIRE – AFRIKAANS VERSION

NOORDWES UNIVERSITEIT

VRAELYS

DIE ROL VAN EKSTERNE REGERING KOMMUNIKASIE OOR DIENSLEWERING BY MANGAUNG PLAASLIKE MUNISIPALITEIT.

Voltooi asseblief die vraelys deur die **AANDUIDING VAN 'N (X)**, tensy anders vermeld.

A.KLASSIFIKASIE DATA

PERSOONLIKE DATA

1. Geslag

Manlik	1
Vroulik	2

2. Bevolkingsgroep

Asier	1
Kleurling	2
Blanke	3
Swart persoon	4

Indien ander, spesifiseer asseblief:

3. Hoe oud is jy? (bv. 24)

4. Watter taal praat jy by die huis?

Engels	1
Zulu	2
Xhosa	3
Tswana	4
Sotho	5
Afrikaans	6

Indien ander, spesifiseer asseblief:

5. Wat is jou hoogste opvoedkundige kwalifikasie?

Graad 1-7	1
Graad 8-11	2
Matriek	3
Post matriek	4

Indien ander, spesifiseer asseblief:

6. Wat is jou maandelikse bruto inkomste?

R0-R720	1
R721-R1500	2
R1501 –R3000	3
R3001-R5000	4
R5001 – R7501	5
R7501 +R8000	6

Indien ander, spesifiseer asseblief:

7. Waar woon jy?

Stad	1
Dorp	2
Plaas	3

Indien ander, spesifiseer asseblief:

8. Wat is die aard van jou woning?

Huis	1
Woonstel	2
Informele nedersetting bv. plakkershut	3
Hostel	4
Agterkamer/s	5

Indien ander, spesifiseer asseblief:

B. VRAE AAN RESPONDENTE MET BETREKKING TOT DIE ROL VAN EKSTERNE REGERING KOMMUNIKASIE OP DIENSLEWERING BY MANGAUNG PLAASLIKE MUNISIPALITEIT

1. Die kommunikasie afdeling by die Mangaung Plaaslike Munisipaliteit het die kapasiteit om hul werk te doen

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

Indien ander, spesifiseer asseblief:

2. Mangaung Plaaslike Munisipaliteit hou openbare vergaderings.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

3. Mangaung Plaaslike Munisipaliteit hou izimbizos.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

4. Ek is tevrede met die korrespondensie wat ek ontvang vanaf die Mangaung Plaaslike Munisipaliteit.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

5. Mangaung Plaaslike Munisipaliteit het die uitvoerende burgemeester aan die publiek / gemeenskap voorgestel.

Ja	1
Nee	2

6. Die inhoud van die korrespondensie wat ek ontvang vanaf die Mangaung Plaaslike Munisipaliteit is verstaanbaar.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

7. Die korrespondensie wat ek ontvang vanaf die Mangaung Plaaslike Munisipaliteit, is in 'n taal wat ek verstaan.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

8. Die Mangaung Plaaslike Munisipaliteit hou my goed ingelig / op datum oor die resolusies.

Stem ten sterkste saam	1
Stem saam	2
Stem nie saam	3
Ten sterkste daarteen	4

9. Bestaan daar 'n wykskomitee?

Ja	1
Nee	2

10. Mangaung Plaaslike Munisipaliteit gee voortdurende en vinnig terugvoering oor die basiese dienslewering aan inwoners.

Ja	1
Nee	2

11. Mangaung Plaaslike Munisipaliteit het die speaker aan die publiek / gemeenskap voorgestel.

Ja	1
Nee	2

12. Mangaung Plaaslike Munisipaliteit het die lede van die Burgemeesterskomitee aan die publiek / gemeenskap voorgestel.

Ja	1
Nee	2

13. Mangaung Plaaslike Munisipaliteit het my wyksraadslid aan my voorgestel.

Ja	1
Nee	2

14. Mangaung Plaaslike Munisipaliteit beskik oor 'n vrye kontak nommer waar jy kwessies soos water lekkasies, riool oorspoelings, ens. kan aanmeld.

Ja	1
Nee	2

15. Het Mangaung Plaaslike Munisipaliteit, die vrye kontak nommer aan jou gekommunikeer?

Ja	1
Nee	2

16. Het jul 'n Thusong Sentrum in jul omgewing?

Ja	1
Nee	2

17. Die Mangaung Plaaslike Munisipaliteit hou my goed ingelig / op datum oor kwessies wat op vergaderings van die Raad bespreek is.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

18. Die Mangaung Plaaslike Munisipaliteit nooi my uit na raadsvergaderings.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

19. Die Mangaung Plaaslike Munisipaliteit hou my goed ingelig / op datum oor die kostes van dienste wat ek gebruik.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

20. Ek is goed ingelig / op datum oor die nut van basiese dienste wat ek ontvang vanaf die Mangaung Plaaslike Munisipaliteit.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

21. Mangaung Plaaslike Munisipaliteit hou ons goed ingelig / op datum oor die basiese dienste wat aangebied word deur die munisipaliteit.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

22. Ek is goed ingelig / op datum oor die verspreiding van dienste deur die Mangaung Plaaslike Munisipaliteit aan al die inwoners in die gebied

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

23. Ek is goed ingelig / op datum oor wat huidiglik deur die Mangaung Plaaslike Munisipaliteit gedoen word om basiese dienslewering te verseker.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

24. Ek is goed ingelig / op datum oor die voornemings van die Mangaung Plaaslike Munisipaliteit om basiese dienslewering in die toekoms te verseker.

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

25. Hoe dikwels hou jul raadslid wyk vergaderings?

Jaarliks	Maandeliks	Weekliks	Daagliks	Ander
----------	------------	----------	----------	-------

26. Hoe dikwels vergader jul wykskomitee?

Jaarliks	1
Maandeliks	2
Weekliks	3
Daagliks	4

Indien ander, spesifiseer asseblief:

27. Hoe kry jy inligting oor kwessies aangaande dienslewering van die Mangaung Plaaslike Munisipaliteit?

Koerant	1
Radio	2
Televisie	3
Mondelings	4
Kennisgewingbord	5
Webwerf	6

Indien ander, spesifiseer asseblief:

28. Hoe dikwels hoor jy van kwessies aangaande basiese dienslewering van die Mangaung Plaaslike Munisipaliteit?

Jaarliks	1
Maandeliks	2
Weekliks	3
Daaglik	4

Indien ander, spesifiseer asseblief:

29. Tot watter mate is jou wyksraadslid beskikbaar om kwessies wat verband hou met die basiese dienslewering met jou te bespreek?

Baie groot mate	Groot mate	Matige mate	Mindere mate	Glad nie
-----------------	------------	-------------	--------------	----------

30. Tot watter mate word dienste gelewer by die Thusong Sentrum deur die munisipaliteit?

Baie groot mate	1
Groot mate	2
Matige mate	3
Mindere mate	4
Glad nie	5

**BAIE DANKIE VIR U VRIENDELIKE SAMEWERKING IN DIE VOLTOOIING VAN
HIERDIE VRAELYS!**

ANNEXURE 3 – QUESTIONNAIRE – SESOTHO VERSION

**NORTH WEST UNIVERSITY
LENANE-POTSO**

**TEKATEKO YA DIKGOKAHANYO TSA KA NTLE TSA MMUSO WA LEHAE
TSHWAETSONG YA KABO E NTLE YA DITSHEBELETSO MASEPALENG WA
LEHAE WA MANGAUNG.**

Ka kopo tlatsa lenane potso lena ka ho **TSHWAYA KA (X)**, ntle le moo o laelwang ka tsela e nngwe.

A. KAROHANYO YA TSHEDIMOSSETSO

TSHEDIMOSSETSO KA WENA

1. Bong

Monna	1
Mosadi	2

2. Mofuta wa Morabe

Asian	1
Coloured	2
White	3
African	4

Morabe o mong, hlalosa ka kopo:

3. O lemo di kae? (mohl.. 24)

4. O bua puo e fe lapeng?

English	1
Zulu	2
Xhosa	3
Tswana	4
Sotho	5
Afrikaans	6

Puo e nngwe, hlalosa ka kopo.....

5. O fihlelletse boemo bofe ba thuto?

Grade 1-7	1
Grade 8-11	2
Matric	3
Mora matric	4

Boemo bo bong, hlalosa ka kopo.....

6. Moputso wa hao ha o felletse ka kgwedi ke bokae?

R0-R720	1
R721-R1500	2
R1501 –R3000	3
R3001-R5000	4
R5001 – R7501	5
R7501 +R8000	6

O mong hape, hlalosa ka kopo.....

7. O dula kae?

Motsemoholo	1
Toropong	2
Polasing	3

Bakeng se seng, hlalosa ka kopo.....

8. Sebaka seo o dulang ho sona ke sa mofuta ofe?

Ntlo	1
Flete	2
Mekhukung	3
Hostele	4
Kamoreng e hirwang	5

Bakeng se seng, hlalosa ka kopo.....

B. DIPOTSO MABAPI LE TEKATEKO YA DIKGOKAHANYO TSA KA NTLE TSA MMUSO WA LEHAE TSHWAETSONG YA KABO E NTLE YA DITSHEBELETSO MASEPALENG WA LEHAE WA MANGAUNG.

1. Lefapha la dikgokahanyo la Masepala wa Lehae wa Mangaung le na le bokgoni ba ho phetha mosebetsi wa lona.

Ke a dumela	1
Ke a hana	2
Hohang ke a hana	3

Maikutlo a mang, hlalosa ka kopo.....

2. Masepala wa Lehae wa Mangaung o tshwara dikopano tsa setjhaba.

Ee	1
The	2

3. Masepala wa Lehae wa Mangaung o tshwara dikopano tse bitswang dilmbizo.

Ee	1
The	2

4. Ke kgotsofetse ke mangolo a oke a fumanang ho tsa ho Masepala wa Lehae wa Mangaung.

Ee	1
The	2

5. Masepala wa Lehae wa Mangaung o ile wa tla ho re tsebisa Majoro Phethisi.

Ee	1
The	2

6. Dikahare tsa mangolo ao ke a fumanang ho tswa ho Masepala wa Lehae wa Mangaung di utlwisise ha bonolo.

Ee	1
The	2

7. Mangolo a oke a fumanang ho tswa ho Masepala wa Lehae wa Mangaung a ngotswe ka puo e oke e utlwisisang.

Ee	1
The	2

8. Masepala wa Lehae wa Mangaung o ntsebisa ka mehla ka diqeto tsa lekgotla.

Ee	1
The	2

9. Le na le Ward Committee?

Ee	1
The	2

10. Kgafetsa Masepala wa Lehae wa Mangaung o fa baahi dikarabo ka potlako mabapi le diphepetso tse amanang le kabo ya ditshebeletso.

Ee	1
The	2

11. Masepala wa Lehae wa Mangaung o ile wa tla ho re tsebisa Molaolakgotla (Speaker).

Ee	1
The	2

12. Masepala wa Lehae wa Mangaung o ile wa ho re tsebisa Ditho tsa Komiti ya Majoro.

Ee	1
The	2

13. Masepala wa Lehae wa Mangaung o ile wa tla ho ntsebisa Lekhanselara la Wate ya ka.

Ee	1
The	2

14. Na Masepala wa Lehae wa Mangaung o na le nomoro ya mohala ya tshohanyatso eo o ka e sebedisang ho ka tlaleha ka ho dutla ha dipeipi le kela-tshila?

Ee	1
The	2

15. Masepala wa Lehae wa Mangaung o ile wa o tsebisa ka nomoro ena ya mohala ya tshohanyetso?

Ee	1
The	2

16. Na sebakeng seo o dulang ho sona ho na le Thusong Centre?

Ee	1
The	2

17. Masepala wa Lehae wa Mangaung o ntsebisa kamehla ka dintlha tse tshohlwang di kopanong tsa lekgotla.

Ka mehla yohle	1
Ka mehla	2
Ka nako tseding	3
E seng ka mehla	4
Hohang	5

18. Masepala wa Lehae wa Mangaung o mmemela dikopanong tsa lekgotla.

Ka mehla yohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka mehla	4
Hohang	5

19. Masepala wa Lehae wa Managaung o ntsebisa ka mehla ka tjhelete e oke e patalang bakeng sa ditshebeletso.

Ka mehla yohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka mehla	4
hohang	5

20. Ke tsebisitswe ka bohlokwa ba ditshebeletso tsa sethatho tse oke di fumanang ho tswa ho Masepala wa Lehae wa Mangaung.

Ka mehla yohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka mehla	4
Hohang	5

21. Masepala wa Lehae wa Mangaung o ntse bisa ka mehla ka ditshebeletso tsa sethatho tse ajwang ke masepala.

Ka mehla yohle	1
Ka mehla	2
Ka nakotse ding	3
E seng ka mehla	4
Hohang	5

22. Ke a tseba ka ho ajwa ha ditshebeletso ho baahi bohle sebakeng se oke dulang ho sona ke Masepala wa Lehae wa Mangaung.

Ka mehla yohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka mehla	4
Hohang	5

23. Ke a tseba ka seo Masepala wa Lehae wa Mangaung o se etsang mabapi le ho netefatsa kabo ya ditshebeletso ho baahi hona jwale.

Ka mehla yohle	1
Ka mehla	2
Ka nakotse ding	3
E seng ka mehla	4
Hohang	5

24. Ke a tseba ka seo Masepala wa Lehae wa Mangaung o ikemiseditseng ho se etsa mabapi le ho netefatsa kabo ya ditshebeletso ho baahi nako e tlang.

Ka mehla yohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka mehla	4
Hohang	5

25. Lekhanselara la hao le tshwara dikopano ha kae?

Ka selemo	Ka kgwedi	Ka beke	Ka letsatsi	Nenghape
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26. Komiti ya Wate ya hao e kopana ha kae?

Ka selemo	1
Ka kgwedi	2
Ka beke	3
Ka letsatsi	4

Ka nako e nngwe, hlalosa ka kopo.....

27. O fumana lesedi jwang mabapi le dintlha tse amanang le kabo ya ditshebeletso ho tswa ho Masepala wa Lehae wa Mangaung?

Koranteng	1
Seyalemoya	2
Television	3
Ka molomo	4
Botongyaditsebiso	5
Website	6

Ka tsela e nngwe, hlalosa ka kopo.....

28. O utlwa ha kae ka dintlha tse amanang le kabo ya ditshebeletso tsa sethatho ho tswa ho Masepala wa Lehae wa Mangaung?

Ka selemo	1
Ka kgwedi	2
Ka beke	3
Ka letsatsi	4

Ka nako e nngwe, hlalosa ka kopo.....

29. Lekhanselara la Wate ya hao le fumane ha jwang ho tla buisana le wena ka dintlha tse amanang le kabo ya ditshebeletso tsa sethatho?

Ka mehlayohle	Ka mehla	Ka nakotse ding	E seng ka mehla	Hohang
---------------	----------	-----------------	-----------------	--------

30. Ditshebeletso tse fumanehang Thusong Centre di amana ha kae le ditshebeletso tsa masepala?

Ka nako tsohle	1
Ka mehla	2
Ka nako tse ding	3
E seng ka nako tsohle	4
Hohang	5

KE A LEBOHA KA TSHEBEDISANO MMOHO YA HAO E NTLE HO TLATSENG LENANE-POTSO LENA.