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**A PUBLIC RELATIONS AUDIT OF GOVERNMENT COMMUNICATION AND  
THEIR ROLE IN THE DEVELOPMENT OF RURAL AREAS IN THE  
MAFIKENG DISTRICT, WITH SPECIFIC REFERENCE TO THE MONTSHIWA  
AND MOTLHABENG VILLAGES..**

**A STUDY SUBMITTED AS A REQUIREMENT OF THE FULFILLMENT OF  
THE DEGREE OF MASTERS OF ARTS IN COMMUNICATION AT THE  
NORTH WEST UNIVERSITY**

**BY**

**MORTIMER MOOKI LOBELO  
B.A. COMMUNICATION, B.A. HONOURS (COMMUNICATION)  
16366158**

**SUPERVISOR:**

**Mrs Sarah Mahoko**

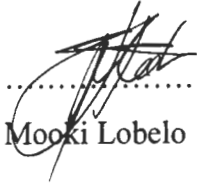
November 2006  
North West University  
Mafikeng Campus

## DEDICATION

I dedicate this thesis to my family, the Lobelo family, past and present. I acknowledge their support and love. This research has been a struggle but I have prevailed. I dedicate this as a sign of love and appreciation to all of you.

## DECLARATION

I declare that the dissertation on the **Public Relations audit of the Government Communication and their role in the Development of rural areas in the Mafikeng district, with specific reference to the Motlhabeng and Montshiwa villages**, hereby submitted, has not been submitted by me or any other person for any degree at this or any other University, it is my work and in design and execution and all materials have been duly acknowledged.

  
.....  
Mooki Lobelo

## ACKNOWLEDGMENTS

This dissertation has been an effort by number of people. Firstly, nothing would have been possible without the grace of Almighty, God, through whom everything is possible. I would like to thank Dr Sophia Mosime for opening the doors of learning to me. Her selfless guidance has been invaluable. To Dr Phiri for the brief but effective period he helped and assisted in the project: his assistance is much appreciated. I would also like to give special thanks to Mrs Sarah Mahoko, words cannot describe how I appreciate your support and efforts in making this a reality, I deeply thank you.

To all my colleagues in the Department of Communication, North West University (Mafikeng Campus), for your encouragement and support, I thank you. Financially this effort would have been impossible without the help of the National Research Foundation (NRF).

My research would not have been possible without the cooperation of the communities, and in this regard I sincerely thank the residents of the Motlhabeng and Montshiwa villages. Furthermore I want to thank members of the Government Department of Communication for their assistance by providing me with information and insight.

To my friends , never above you, never below you, always besides you.  
Thank you for your support, Oswald, thank you my man.

## ABSTRACT

In 1995 the government set up an independent task team(Comtask) to study South African communication challenges and to recommend to government how to address these challenges. The team observed the following issues about government communication:

- Communication suffered from poor morale and lack of mandate,
- Overall government lacked central co-ordination in messaging,
- Adequate planning of information campaigns and communication was given a low priority (Burger 2004).

Government Communication and Information Systems (GCIS) was established in terms of section 7 sub 2 & 3 of the Public Service Act, 1994 as amended. The GCIS was officially launched on the 18<sup>th</sup> of May 1998, with a vision to assist with the communication and information needs of government and the people to ensure a better life for all, and a mission to provide leadership in government communication and to ensure that the publics are informed of governments implementation of its mandate.

GCIS strategic objectives are to ensure that the voice of Government is heard, foster a more positive communication environment, have a clear understanding of the publics information of Government communication needs, promote interactive communication between government and the public, and set high standards for government communication.

To reach its objectives, the CGIS aims to provide excellent media and communication service to government departments, make government information centres (GICs) and Multi-Purpose Community Centres (MPCCs) critical elements of government communication. It assists in developing media, communication and information policy, ensures efficient services to the media, and produce information products for dissemination to citizens. It also integrates the international marketing South Africa, and continually transform itself and to develop its management and employees to meet the demands of its mandate.

The results of the present study indicate that that the Government has not achieved its mandate to get the government services closer to the people. Most of the respondents do not know the roles of the Government Communication and Information Systems and neither do they know of the MPCCs and the role they are suppose to play. The MPCC initiative is an ideal situation but presently not yet a reality.

The Government itself lacks coordination and monitoring systems and the problems it is also facing is that of capacity and expertise, compounded by the fact that most communicators lack skill and are not qualified to be in the posts of coordinating communication strategies. There is also lack of positive relation between political principals and communications officers.

Recommendations are that a crash course on Organisational Communication should be developed for political principal in order to show them the importance of their communication office.

Secondly, optimise establishments where communities congregate or frequently meet to obtain services and information with the idea of supplementing their communication capacity. To eliminate the problems of lack of capacity and expertise, only candidates with qualification should be employed, especially head of departments and clusters.

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# CHAPTER 1

## 1. INTRODUCTION

### 1.1 BACKGROUND

The present study examines the role played by the North West Government Communication in the development of communication and the structural system within the communities in the North West Province, particularly villages within the Central District of Mafikeng, that is Motlhabeng and Montshiwa. The Department of Communications in the Republic of South Africa is the centre of policy-making and policy review for the post, telecommunication and broadcasting sectors in the country. This includes policy-making that affects state-owned enterprises (SOEs) such as Telkom SA Ltd, The South African Post Office (Pty) Ltd, Sentech, The South African Broadcasting Corporation (SABC), National Electronic Media Institute of South Africa (NEMISA) as well as regulators, the Independent Communication Authority of South Africa (ICASA) and the Universal Service Agency (USA). The Department's policy-making objectives are to ensure that the development of the information and communication sector is well regulated and that the services provided are accessible to all. Policy development between 1995 and 1999 sought to restructure SOEs, introduce competition, accelerate the penetration of service into under-serviced communities and streamline the regulatory framework. This has necessitated the formation of the Provincial Government Communication and Information Systems.

After the first democratic elections in South Africa, there was a need to change the communication system, which helped the former government perpetuate the ideology of apartheid. With the Constitution as the supreme document, the Bill of Rights which, guarantees freedom of expression, freedom of association and the right to access of information are protected by Law. Section 16 (1), provides for freedom of expression, which includes; freedom to receive or impart information or ideas. This stipulation ( in conjunction with Section 32) provides for people's right to know. Freedom and equality are articulated by the stipulation of Section 32, which states that everyone has the right of access to:

- any information held by the state; and
- information held by another person that is required for the exercise or protection of any right.

This section secures the access to government information (Oosthuizen, 2002).

In 1995 the government established an independent task team (Comtask) to study South African's communication challenges and to recommend to government how to address them. According to Burger (2004), the team observed the following issues about government communication:

- There were no clear standards to measure communication capacity and costs.
- Communication, suffered from poor morale and lack of mandate.
- The erstwhile communication agency had low level interaction with government departments and provinces.
- Overall government lacked central co-ordination in forwarding of messages.
- Adequate planning of information campaigns and communication was given a low priority.

Regarding relations between the government and the media, the following were observed:

- Government and media relations in a democracy are always sensitive and occasionally acrimonious.
- Apartheid weakened the media profession in South Africa.
- There is an agreement in the industry that capacity-building is needed to improve standards and
- There is a need to open the profession and media management to disadvantaged groups and South African media, especially the press, that lack experienced journalists who are able to cover stories in depth and context.

Critical observation by the task team on the development mandate of communication was a fundamental need to reach out to the majority of the population, especially the disadvantaged. There was inadequate public infrastructure in broadcasting and telecommunication to respond to this need and a closely co-ordinated strategy was required to extend the infrastructure to needy communities, including telecommunication and Information and Communication Technologies (ICT) infrastructure. There was also appreciation that communication activity is in its own right economic activity. It was on the basis of these and other related recommendations that Government Communication and Information Systems was set up.

According to Lesame (2005), the South African government acts decisively to create telecommunication and ICT regulatory policy frameworks in order to develop the telecommunication and ICT

infrastructures, and also to promote the diffusion and efficient use of telecommunication and ICT services in the country are of convergence. The telecommunication policy objectives include regulation of costs of services, quality of service, product and service provision. The regulator, the Independent Communication Authority of South Africa (ICASA) has to be strengthened in terms of both financial and human resources so that it can regulate the industry more efficiently.

Lesame (2005) further outlined that academic research is required to help define that contribution and determine further how ICTs can effectively contribute towards bridging the developed-developing country digital divide, and the developing country urban-rural digital divide.

Government Communication and Information Systems (GCIS) was established in terms of section 7 sub. 2 & 3 of the Public Service Act, 1994 as amended. The GCIS was officially launched on the 18<sup>th</sup> of May 1998, with a vision to assist with the communication and information needs of government and the people, to ensure a better life for all, and a mission to provide leadership in government communication and to ensure that the public is informed of governments' implementation of its mandate.

The following are the GCIS strategic objectives to:

- ensure that the voice of Government is heard,
- foster a more positive communication environment, have a clear understanding of the public's information of Government communication needs,

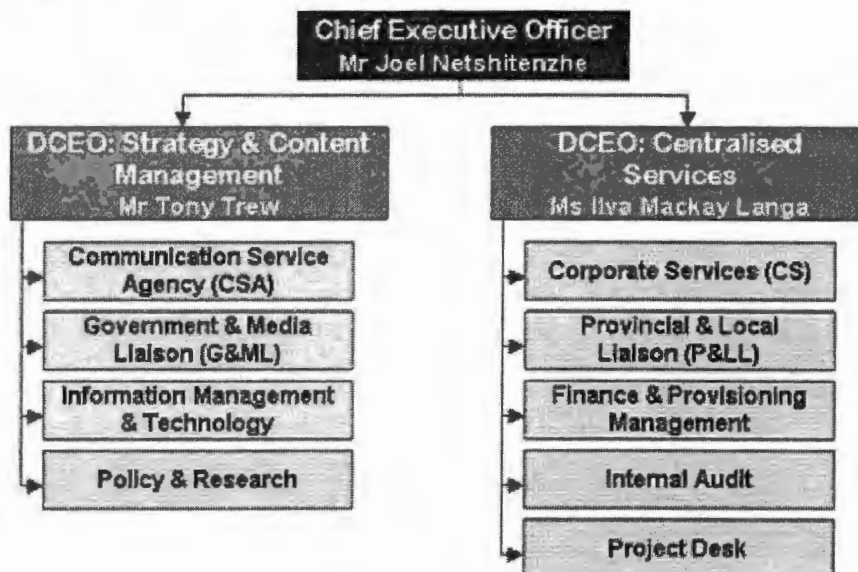
- promote interactive communication between government and the public,
- as well as set high standards for government communication.

The GCIS is located in the Office of the Presidency and is responsible for setting up the government communication system and transforming the communication functions in government. It is primarily responsible for communication between government and the people. A high premium is placed on development communication that emphasises direct dialogue, especially with people in disadvantaged areas. The GCIS is involved in drafting communication strategies and programmes for the whole of government at national level, as well as integrating the communication of all government departments (Burger, 2004).

To reach its objectives, the CGIS aims to provide excellent media and communication service to government departments, establish government information centres (GICs) and Multi-Purpose Community Centres (MPCCs) which are critical elements of government communication. It assists in developing media, communication and information policy; ensures efficient services to the media, and produce information products for dissemination to citizens. It also integrates the international marketing of South Africa, and continually transforms itself and develops its management as well as employees to meet the demands of its mandate.

GCIS renders communication services, support and advice to government, the media, the public and the international community. These services are based on the GCIS strategic objective of ensuring that the voice of government is heard. It fosters a more positive communication environment, having a clear understanding of government communication and the public's information needs as well as setting standards for government communication. Below is the organisational structure of the GCIS (Burger, 2004).

**Fig. 1**



Source: [www.gcis.gov.za](http://www.gcis.gov.za)

The GCIS is a leading player in the Multi-Purpose Community Centres initiative (MPCC). MPCC's are one-stop centers where local, provincial and national government as well as other service providers, offer much needed services and information about government programmes to local communities. Communities living near the MPCC and surrounding areas identify services based on their needs. The goal is to provide every South African citizen with easy access to information and services near their

place of residence. These MPCC's were at one stage recommended by the Honourable Minister, Dr Ivy Matsepe-Cassaburri as suitable for SABC programme distribution (February.1998, SABC Conference)

This study serves to highlight the discrepancies between stated goals and objectives, and the actual provision of services at local level. The case study focuses on two villages, Motlhabeng and Montshiwa. Motlhabeng is one of the villages under the jurisdiction of the tribal authority of His Royal Highness, Kgosi Montshiwa of the Barolong tribe, overseen by headmen, and having a deep tribal history, dating back from the first siege of Mafikeng. It is situated to the west of Mafikeng, just a stones throw away from the British Imperial Reserve, which houses the graves of the British soldiers who died in the first siege of Mafikeng and the Molema House.

Montshiwa, on the other hand is a development by the local authority of Mafikeng City. The township was established around the late fifties and grew around Batswana High School, Boitseanape High School and the Bophuthatswana government from the 1970s. The difference, therefore, between the two is clearly in the infrastructure. Motlhabeng has only recently being electrified. Sanitation and clean water delivery has not been fully consolidated. Telephone lines are accessible in the village. The crime rate is very high. The Montshiwa is strategically situated in the Central Business district, near main functional areas of transport, shopping and social services like banks, libraries and city council outlets.

This study investigates government communication's involvement in rural development, especially in the areas mentioned. Montshiwa is better developed than Motlhabeng village. The two settlements are separated by a main road. The study looks at how the two settlements are serviced, developed and given access to information. The study also looked into access to information or channels of information that have been guaranteed by the vision, mission and objectives of the GCIS.

## **1.2 SIGNIFICANT STRUCTURES, CONCEPTS AND ROLE PLAYERS IN THE STUDY**

In order to facilitate the development of e-government, the Department of Communication is engaged in a process of rolling out Public Internet Terminals (PITs) that provide electronic address to citizens. PITs entail the installation of internet kiosks in Post Offices around the country. Access to public terminals is obtained through smart-card technology. The PIT project received an award from the World Information Technology Services Association (WITSA) as the best technology for providing ordinary people access to the internet and email. It also provides a platform for e-commerce to empower the growth of small, medium and micro-enterprises. By September 2001, 100 PITs had been installed in Post Offices Country-wide of which 91 were online B a further 200 are planned from 2002 and 2003 (Burger 2002). This is line with government's plan to bridge the Digital Divide, by providing computer access to communities, especially those in rural areas.

### **1.2.1 The Role of the Government Communication as an Organisation**

The essential characteristics of an organisation is neither its facilities nor technology but, rather the relationships among its personnel. The fact that a number of people are in a particular building at a given moment does not make them an organisation, what makes them an organisation is their common acceptance of certain ordered patterns of interaction that in some manner links their personal objectives with that of the organisation (Kohler and Hoffman, 1981).

According to Health and Erlbaum (1994), people are the heart, soul and sinew of companies. Through communication and the creation of meaning, they coordinate and focus their efforts. Each company results from what people think and do in the sense that what they do has communicative force. People use communication as a tool to accomplish individual and collective goals as well as obtaining rewards.

Organisations are defined as collectives that have been established for the pursuit of relative specific objectives on more or less continuous basis. It should be clear, however, that the organisation has distinctive features other than goal specificity and continuity. These include; relative fixed boundaries, a normative order, authority ranks, a communication system and an incentive, which enables various types of participation, to work together in pursuit of a common goal (Cutlip, 1964). Such features were examined. The study also established the extent to which service was delivered. It also probed the effects, positive or negative, of service

delivery on the recipients. The study also investigated the system employed by the GCIS in developing rural areas, with reference to areas understudy.

According to Fielding (2000) each organisation has, as its mission and vision, set objectives it wants to achieve at a given point. It employs personnel to realise these objectives and these employees have to operate within set standards. An organisation might have high-tech equipment and state of the art machinery, but if these technologies are not put to their optimum use by the personnel, the organisation will fall behind in striving to achieve its goals. Organisational vision, mission and identity are driven by employees. The present study sought to evaluate the employees status in the local services with regards to the information dissemination responsibilities they have towards their publics, based on their mission and vision.

All organisations, regard effective communication as essential for survival. Without communication, business would not exist. Businesses are concerned with a wide range of communication activities. First of all, communication within a company has to be as effective as possible. This involves a wide range of communication activities to ensure good upward, downward and lateral communication. Companies also have to communicate with other companies and suppliers, and therefore good relationships among these colleagues are essential. The most important activity of all is communicating with customers; without them no company would exist (Fielding, 2000).

### 1.3. COMMUNICATION AS DEVELOPMENT

According to De Beer and Swanepoel (1998), much of the literature on community development has to do with the structures or institution, to such an extent that it sometimes seem as if there is an obsession with structures to the detriment of function. But no one can deny the importance of an institution, especially at the local or implementation level. De Beer (1998) quoted Howell (1977) who maintains that local institutions resources must be included in probability studies and he identified the following aspects:

- Local structures of authority in the community and their relationship with governmental institutions.
- The way governmental institutions functions at the local level.
- The relationship between central and local institutions.
- The local decision making process.
- The relative authority of local institutions.
- The identification of those institutions that will best be able to absorb new functions.
- Knowledge of political involvement in local administration efficiency.

The literature on community development divides structures into three large segments, namely, government organisations, non-governmental organisation and community-based organisations. Within these segments or categories there are a great variety of organizations, which can all use or at least influence community development. The literature shows no pattern among these institutions other than the above broad categorization and, more importantly, this variation is not only shown in the literature, but also reflected in practice. Another point to note about the institution is

their apparent importance in community development. It has already been mentioned that the literature gives great attention to institution. This is, inter alia, proof of how institutions can be regarded as the “make or break”, the success or failure of community development (De Beer, 1998).

### **1.3.1 Government institutions**

Many institutions may not be regarded as necessary by people perhaps because they are really not necessary, but also perhaps because the people are not well informed about their functions. Jeppe (1985) quoted by De Beer (1998) see the central government’s role in regard to community development as initiating policy formulation, overall planning, administrative structuring, financing, co-ordinating and controlling, staffing and training, surveying and/or researching and evaluating.

Decision making is vested in the people and government institutions provide them with the necessary support to carry out their decisions successfully. De Beer quotes Swanepoel (1997) who states that, if the state is the supporter of development, someone else has to be the initiator and the manager of the development. Ideally this role should be fulfilled by the people themselves. This means that development should be localized: the local people therefore take responsibility for development; they make the decisions and they plan. The government supports their initiative by an enabling policy, and providing expertise, some infrastructure and some finance.

De Beer (1998) points out that this approach requires a major shift in thinking and attitude. Korten (1981) in De Beer (1998) points out that most development agencies came into existence at a time when participation was not yet a major theme. She further adds that they were designed for a centralized, service-delivery approach. Their structures, systems and norms today pose serious obstacles to significant people's participation.

What is the attitude required for community development among government organisations and their personnel? Whether the vehicle for development is community development, urban renewal or rural development, it is imperative that there be government commitment (Bryant & White, 1982) quote by De Beer (1998)

### **1.3.2 Non-government organisations**

Failure of government on the political levels must be regarded as a major reason for the proliferation of NGOs. It was hoped that "NGO activity (would) help mitigate the negative effects of the microeconomic policies on poor and vulnerable groups" and would "contribute to the needed democratization of African countries"(Fowler: 1991) quoted by De Beer (1998).

Fowler (1991) stated the following advantages of NGO's:

- They are more cost effective in their work among the poor. That means that they spend less money on administration and more on actual help.

- For this and other reason they are able to operate on fairly low cost.
- They tend to focus on and reach the poorer and more needy. They are therefore less prone to elitism.
- They are able to promote popular participation through facilitating resource mobilization.
- They have a capacity to innovate and adapt.
- They help to increase diversity of opportunity in society.
- They broaden channels through which resources and benefits can reach groups, which would otherwise be bypassed.

Swanepoel (1991) quoted by de Beer (1998) states that NGOs also have their weaknesses and there is no guarantee that the advantages are true of all of them. He states that, looking at international and national type NGOs, it could be asked whether they will be more successful in democratization than the government institutions. They may have the intent, but how are they going to put into practice? To what extent are they prone to bureaucratization themselves? What do you have over their agents in far off places and what insurance do they have that those agents will uphold their philosophy?

According to de Beer et al (1998) the weaknesses are more potential weaknesses, that they are relative and that other role-players such as government organisation show the same weaknesses. They quoted Korten (1990) who argues that the power of voluntary action arises not from the size and resources of individual organizations, but rather from the ability of these organisation to coalesce the action of thousand of people through vast and constantly evolving networks. These networks, he

argues, are able to encircle, infiltrate and even co-opt the resources of opposing bureaucracies. Most NGO's are more located central to the Central Business Districts, their services is saturated within these areas and they are serving the people that needs those services.

Allwood (1992), quoted in de Beer et al (1998), says that South African NGOs should challenge official development thinking and advocate a new order based on human values and environmental sustainability. Yet the principal task of the NGO is still to promote improvement in the sustainable quality of life of people through, inter alia, community development. Carrying out this task requires an intimate relationship between the underprivileged who are being assisted and the aid-givers and facilitators.

### **1.3.3 Community-based organisations**

According to De Beer et al (1998) community based organization are better placed to democratise and avoid bureaucratisation, but they have their own peculiar limitations. Nevertheless, it seems that it is the smaller, less structured organisations that fare better in community development.

Khan (1980) quoted in De Beer et al (1998), states that community based organisations have the important task of acting as channels for government and non-government organisation attempts at development. It is the community based organisation that must link with outside organisations to enable the flow of input and must mobilise the local

people so that they can play their proper role in community development. White (1986) also quoted by De Beer et al (1998) also states that community based organisations provide a basis for development as they are building an organisation and bringing the community together around mutual concerns and needs.

Public Relations is concerned with bringing people together in understanding the government and its citizens, the producers and their consumers, the professional people and their client. All institutions exist to serve people; whether they be, government, commerce, industry, educational or social welfare organisations. They all need public acceptance of the common person particularly in the present century, leaders of political, business and social institutions come to realise that their leadership is dependent on the consent of the people (Malan, 1997).

Effective communication is essential in all organizations, Employees, Managers, Executives and all organisational communication need to understand and improve their communication abilities. It is the way in which, information and understanding are transmitted that unifies group behaviour and provide cooperation. Without effective communication procedures, no business can survive (Killian, 1981). The inherent question to be juxtaposed here is, whether government communication employees are trained for customer relations.

The problem of communication within a developing country is compounded by many factors. The main ones being, the diversity of cultural, linguistic and social groupings, the physical barriers of terrain and distance which have resulted in an underdeveloped transport and communication infrastructure, the educational barrier of illiteracy and, limited access to the Mass Media. Where such access is available it is usually provided for the urbanised minority at the expense of the rural majority (Newson, 1988). The problem is the implementation policies and that many communication development structures are creating a divide that development seek to eradicate. Most people in rural areas can utilize such technologies.

The study sought to assess the public opinion towards service delivery of the Government Communication and Information Systems. Public Relations helps our complex, pluralistic society to reach decisions and functions more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony (Hendrix, 1995).

#### **1.4 STATEMENT OF THE PROBLEM**

Organisations in democratic societies exist with the consent of the public. These publics constantly evaluate organisations, both corporate and nonprofit, along three ethical lines: Credibility, Accountability and Responsibility (Newson et al., 1988). According to Oosthuizen (2002) in a democratic dispensation, human beings are regarded as free, with the right to self-determination; freedom afforded to people (rights) include

freedom of speech, religion, movement, equality before the law and the freedom to form economic association. Social and political conditions are promoted so that people can exercise choice (including who should represent them in government). Control is minimal and geared towards ensuring that individuals as well as groups do not jeopardise each other's liberties and tolerate views that vie for support in the market of ideas. The fundamental values articulated by a democracy are values like freedom, equality and order. Freedom and Equality are articulated by the stipulation of section 32 of the South African Constitution, which states that everyone has the right of access to:

- any information held by the state
- information held by another person that is required for the exercise or protection of any right.

The management of institutions need to understand the attitude and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioners act as counsellors to management. As a mediator, the public relations officer helps with translating private aims into reasonable, publicly acceptable policy and action (Hendrix, 1995). One of the elements of development communication approach is responsiveness. People understand their own needs better, and through this approach communication becomes a tool in the planning and development process.

The research evaluated the role played by government Communication, their strategies and their involvement in the development of rural areas. It also probes the accountability and the ethical lines and social responsibility. The study investigated the developments realised in the

villages as a result of the involvement of Government Communication. This study also serves to highlight the discrepancies between stated goals and objectives by government communication and the actual provision of services at local level. *the problem within the district is that the government communications, in undertaking their responsibility in developing the district is slow and ineffective and no proper mode of evaluation are put in place.*

## **1.5 HYPOTHESIS**

The study seeks to examine the role played by government communication in the development of communication systems within the areas understudy. In this regard the questionable statement is *“the government communication is not developing proper strategies in improving the development of communication in rural areas, especially in areas understudy”*.

These are the sub-questions that will be also put into to test :

- *What are the channels and/or structures put in place between the government and the communities.*
- *What are the attempts by government communication in bridging the digital divide.*

## **1.6 OBJECTIVES OF THE STUDY**

The objective of the study were:

- To establish the extent of the relationship between Government Communication and the Mafikeng district communities;
- To evaluate the existing involvement of GCIS in rural development around Mafikeng; and
- To develop the ways and measures to improve relationships between the Government and rural areas.

## **1.7 RATIONALE FOR STUDY**

Government Communication is evaluated in the sense that it should be in the forefront of providing information and bridging the gap between government and citizens. The government is charged with providing information services to people in rural areas and this means bringing the government closer.

## **1.8 DEFINITION OF CONCEPTS**

### **1.8.1 Public Relations**

It is a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics (Skinner, 1996).

### **1.8.2 Publics**

An organisations publics are all those groups of people with which it is or it wants to be in communication with, it may include its staff, its suppliers, its customers, its competitors, its neighbours and its investors (Malan ,1977).

### **1.8.3 Internal Communication**

Refers to the messages that are shared among members of a organisation- it is usually concerned with work related matters and provides the means for people to work together and cooperate with each other(Steinberg, 2001). An organisation does not exist in isolation, it is an element in the structure of society and must adapt to social needs and changes in order to survive.

Van Staden, Marx and Erasmus-Kritzinger (2002) define it as communication between management and staff at various levels of the organisation in order to reach organisational goals. An important factor in employees' job performance and therefore organisational success is the extent to which find communication within the organisation satisfactory.

### **1.8.4 External Communication**

Refers to channels that gather information from the environment and that provides the environment with information about the organisation. To maintain links with the environment, to adopt to changing circumstances and to function rationally and efficiently, organisation require information (Steinberg, 2001).

Van Staden et al (2002) define it as communication that takes place verbally (orally and written) and non-verbally (through attitude and appearance) between the organisation and the outside world, that is

clients, suppliers, the media and the public. The main aim of external communication is to maintain sound public relations and marketing. The external communication undertaken by each of the members of the organisation conveys a particular image of the organisation to the outside world. An effective external communication system is therefore very important for the general growth and success of any organisation

### **1.8.5 Organisations**

They are collectives ... that have been established for the pursuit of relative specific objectives on more or less continuous basis (Scott, 1964). According Steinberg (2001), organisations are a collected group of people that are constructed to achieve specific goals that could not be met by individuals acting alone.

### **1.8.6 Organisational communication**

It is an umbrella term for all the communication processes that occur in the context of an organisation (Steinberg, 2001).

### **1.8.7 Development**

Development is a particular form of social change leading to improved living conditions and standards (Hedebro,1992). Development on the other hand is seen as : The action of developing state or state of being developed; a new product or idea and a new stage in a changing situation (Reader's Digest; 2003)

### **1.8.8 Communication**

The flow of material information, perception and understanding between individuals from different groups is a means of exchanging behaviour, perception and values of getting others to behave and to feel differently

and creating understanding. It remains the sole method by which people interact and influence another (Luthens, 1992).

According to Held (1998), communication is seen as the conveyance of information between two points, without alteration of the structure or content of the message. Van Staden et al (2002) define communication as a two-way process whereby information is sent from one person through a channel to another person who in turn reacts by providing feedback.

Cleary (2003) outlined that the term communication comes from the Latin word *communicare*, which means 'to make common'. When you communicate you create common understanding between yourself and other people. Without communication, it would be impossible for you to relate to others around you. By using common symbols you are able to interact with other people and make yourself understood.

#### **1.8.9 Rural Development**

According to the Development Framework (Republic of South Africa, 1997), rural development can be defined as helping rural people set the priorities in their own communities through effective and democratic bodies. This occurs by providing the local capacity; investment in basic infrastructure and social services; justice, equality and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women.

#### **1.8.10 Rural Areas**

Development Framework (1997) defines rural areas as a sparsely populated area in which people farm or depend on natural resources.

These include the villages and small towns that are dispersed through these areas, they also include large settlement in the former homelands, created by apartheid removals.

#### **1.8.11 Role**

A role or social role is a set of connected behaviours, rights and obligation as conceptualized by actors in a social situation. It is mostly defined as an expected behaviour in given individual social status and social position. The functionalist approach sees a role as the set of expectations that society places on an individual(<http://en.wikipedia.org/wik/role>).

#### **1.8.12 e-government**

Kibuuka (2001) in Lesame (2005) defines e-government as the use of information and communication technology (ICT) in government. It is supposed to bring about an efficient interaction and service delivery to the citizens of the country.

### **1.9 CONCLUSION**

The Comtask Team set guidelines for government communication practitioners to employ in improving communication infrastructure and also forging a continuous flow of information between the government and communities. It is on this basis the research aims to probe whether existence of such structures have indeed been set up, and evaluate the channels of communication operating between the government and communities.

## CHAPTER 2

### 2 LITERATURE REVIEW

#### 2.1. INTRODUCTION

In this chapter, different aspects of communication as a multi-dimensional will be defined. The study examines communication as a structural system, with the government expected to provide feedback to its constituents and GCIS established for that specific purpose. Implementation of their strategic plan will be discussed.

Aspects of globalization (ICTs) will be identified and juxtaposed with government involvement in their introduction and to what extent their successful implementation, will be evaluated. Communication Framework has been set for development from the Department of Communication and Department of Land Affairs as to what extent they are being realized in rural areas.

#### 2.1.1 Defining Communication

##### ***2.1.1.1 Communication as understanding***

Communication is defined by Luthens (1992) as the flow of material information, perception and understanding between individuals from different groups. It is a means of exchanging behaviour, perception and values, of getting others to behave and to feel differently and creating understanding. It remains the sole method by which people interact and influence one another. According to Steinberg (2001), communication has

been called the life-blood of an organisation. Communication provides a basis for understanding virtually every human process that takes place in an organisation, conflict and cooperation between organisational members, planning, morale, decision-making, leadership, authority, as well as the creation and maintenance of relationships are all reflected in human interaction, or communication.

Effective communication is vital if an organisation is to survive. The process of communication is defined by a relational aspect which affects the product or the process. The social relations occurring in the communication process involve the sender and the receiver and their reciprocal effects on each other as they communicate.

#### ***2.1.1.2 Communication as a transaction***

Steinberg (2001) defines communication as a transactional process of exchanging messages and negotiating meaning to establish and maintain relationships. She further states that it is a transactional process, where people communicating are mutually responsible for the outcome of the communication encounter as they transmit information, create meaning and elicit responses. The focus is on the quality of the relationship that develops between them, as well as on the transfer and interpretation of messages. Communication becomes a reciprocal process in which meaning is negotiated through the exchange of messages.

### **2.1.1.3 Communication as inter-organisational impact**

Du Plessis (2000) states that communication is a critical element that will determine how various activities will contribute positively or negatively to the successful functioning of organisations. Every decision taken, not only by management but also at all levels of organisations, has some communication implications externally and internally. The internal communication within Government Communication should have an impact on the external communication that affects consumers. The impact of the HCIS on services and development within rural areas in the North West Province is crucial to this study. How the rural villages have benefitted from this inter-organisation impact is of essential importance..

An organisation can in fact be seen as a social structure which exists in a larger social environment (society) that is constantly changing. The organisation is extremely sensitive to influences in the environment and may, in turn, influence that environment (Steinberg, 2001). These changes are influenced by globalisation and the impact of technology as a new means of communication. An assessment of government's role in this regard is essential.

### **2.1.1.4 Communication as a PR and a decision-making policy**

According to Budd (1995) communication is the last act in the process of public relations which is a process that should appropriately begin with policy and decision-making. This does not mean that communication is less important than policy and decision making, but rather that

communication is the effective implementation of policy. Public relations is a sophisticated multifaceted discipline, able to help force effective two-way communication between an organisation and its various publics, In commerce, industry, politics, arts, education and charitable organisations. The study investigated whether public relations strategies were used to created a two-way channel of communication between government and the community.

According to De Beer (1998), public relations is most effective when it is part of the decision- making function of top management. This include counseling and problem solving at high levels, and is not limited to the release of information after a decision has been made. Public relations is management function that evaluates public attitude, identifies the policies and procedures of an organisation with public interest, and executes communication action plan to gain public understanding and acceptance.

Members of an organisation at all levels are involved in formal, informal, internal and external communication with business colleagues, customers, shareholders, the media and members of the public on a daily basis. No organisation can therefore function properly or reach organisational goals without a good system of communication. Unfortunately, people in business often do not communicate effectively. This leads to low productivity and poor interpersonal relationships which could be avoided (Van Staden et al, 2002).

### **2.1.2 Characteristics of Public Relations**

According to Skinner (1996) the following aspects characterised public relations in the corporate sphere:

- Most corporate practitioners fit into well-established public department within the overall structure of the organisation.
- in many manufacturing and marketing organisations, the public relations functions falls under the marketing division.
- In several service organisations, public relations may be split into product promotion and public affairs.
- The structure of in-house departments is fairly standard and in communication with a sophisticated approach to public relations, the practitioner must understand the business or Industry in which their companies operate.

The ethics of community involvement runs strongly through black culture and an organisations' recognition of this will be its benefits in the long term. A firm commitment to improving the situation of its people will help to ensure successful future operations.

Among the numerous causes which have brought about professional Public Relations, are the increasingly complex structure of industry and its remoteness from the people, the intricate network of communication and transportation, that brings support to all kinds of institutions and the greater literacy of people and their increasing interest in their surroundings (Colliers Encyclopedia 1994).

### **2.1.3 Socio-economic aspects of Organisational Communication**

The majority of the total world population lives in the Third World (Less Developed Countries). All of the various forms of communication, both old and new, are coexisting in these countries. Communication is an integral part of human life. Without communication their development would have been minimal, and civilization retarded, as Marchant (1988) states. This study is located in such a region where first world techniques are used by third world recipients.

The general aim of communication is to establish understanding but depending on the communicators intention, more specific aims may be to persuade, to inform, to influence attitude and to bring about action. These specific aims are related to the outcome of communication. Organisational communication which takes place downwards, upwards and horizontally through an organisation, is concerned with the flow of messages within a network of interdependent relationships. It holds the organisation structure together by providing a basis for co-ordinating the relationship between individuals so as to reach the organisations ultimate objectives (Marchant, 1988)

The idea of Corporate Social Investments (CSI) has become increasingly important throughout the world and its relevance has far-reaching implications in South Africa, given the countrys socio-political situation. Social upliftment is, in fact, one of the major issues facing the government. It is estimated that approximately R56 billion in capital and R44 billion in incurred expenditure will be required for socio-economic reconstruction

over and above present levels of government spending until the end of the century. These are the amounts required to achieve a minimum living standard for South Africa's population as a whole (Skinner et al., 1996).

Judgements about an organisation's standing are made in three areas: ethics, social responsibility and financial responsibility. An organisation's sense of commitment towards its public (which often have conflicting interests) has to be articulated and demonstrated. Social responsibility or good citizenship, means producing sound products or reliable services that do not threaten the environment, thus contributing positively to the social, political and economic health of the society. It also means compensating employees fairly and treating them justly, regardless of the cultural environment from where they come and in which they operate. Financial responsibility generally refers to an organisation's fiscal soundness, as indicated by such measures that the market or audience may share. It also includes how the organisation interacts with investors and investment advisers (Newson, et al., 1993).

The concept of good citizenship is now used to define a more diverse approach towards social investment in the sense that it implies a closer relationship between the firm and society. This approach, now practiced by many companies around the world is based on an interpretation of the needs within society in the areas of education, employment, the arts, health, welfare, religion and politics.

Business has also had to respond to the new society, which has evolved during the past decade and have had to position themselves in a new social environment where society interacts more actively with the business community. This interaction is sometimes characterized by the active presence of pressure groups such as environmentalists, human rights activities, peace movements and political activists. The media, too, play an increasingly important role in this open society framework by shaping opinion on social corporate image (Skinner et al., 1996).

#### **2.1.4 Access and social responsibility in communication**

To provide more equal access to the benefits of development, it is necessary to foster grass-roots organizations amongst the most deprived, which will facilitate the forming of pressure groups and collective action. However, in order to organise effectively, people must become conscious of their rights and their potential. Consciousness alone, though, may lead to frustration and preparation if, at the same time, the people do not attain a degree of participation giving the opportunity, not only a reason to change but also the decision-making and leadership abilities necessary to achieve power (Bordenave, 1979).

Steinberg (1994) states that those in power do not like to be criticised and their subordinate are very reluctant to criticise them. The power centre maintains very little communication with the common people. Communication is always from the top downwards and never the other way around. The traffic is strictly one-way. A situation like this complicates the development processes of our people since the well being of a society

depends heavily on how effective or ineptly a country absorbs economic, political and technical knowledge.

According to Bordenave (1979), Communication can be an important means for achieving conscientisation, organisation, politisation, and technification. However, for communication to play the roles, a coherent communication philosophy and methodology must be accepted by all institutions involved. This is possible only in countries which have adopted a development model calling for popular participation in social and political transformation at all levels.

A brief review of the gradual enrichment of our understanding of the role communication plays in rural development reveals the existence, often the coexistence, of at least four basic theoretical approaches: communication as persuasion, as transmission of information, as personal expression, social interaction and relationship; and as a vital instrument of the social and political transformation associated with authentic rural development (Bordenave, 1979).

The approaches stressed in a given country are related to the political model development adopted by that country. If the model is one that aims at modernisation without socio-structural change, the role assigned to communication will probably emphasise persuasion and transmission of information. If instead, the model calls for fostering broad popular participation and the development of the individuals, communication will probably be expected to facilitate personal expression and dialogue. Thus

when we come to analyse a given rural communication project we must also look at the general development framework within which it is working (Bordenave, 1979).

Government should usually take the lead role in identifying investment priority areas, but should base their decision in a continuing dialogue with the communities that shall be served. However, all other times, it could be the community or private sector which takes the initiative. This include the environmental dimension of urban development, which requires that the costs benefits, risks and impacts of development (Steinberg , 1994).

According to Lesame (2005), in modernizing government, the following issues must be addressed:

- *Electronic service delivery*: government of the future entails a shift to a citizen and customer orientation. Electronic service delivery must allow citizens to access more and more public services delivered online, any time and anywhere.
- *E-business for e-government*: government must avail itself to ICTs so that it can purchase goods and services and make payments electronically.
- *E-governance*: this is about public participation in decision making, the reshaping of policy and the evaluation of administrative effectiveness and service delivery efficiency.
- *Governance, information sharing and exchange*: the emphasis is on reducing the number of paper transactions involved in government operations.
- *E-commerce policy*: E-government requires a regulatory and public

policy environment that is conducive to e-commerce.

- *Technology behind the scenes*: leaders (chief information officers) need to understand the capabilities of the technology infrastructure that are essential for translating vision into reality.

According to the e-government policy of the Department of Public Service and administration (DPSA) (2001) in South Africa, e-government is about how government organizes itself; its administration, rules, regulation and frameworks set out to carry out services delivery and to co-ordinate and communicate and integrate process within itself. It ( e-government policy) cites the Gartner Group definition of e-government, as the continuous optimisation of government services delivery, constituency participation and governance by transforming internal and external relationships through technology, internet and new media (Lesame, 2005).

Information Technology (IT) plays the role of a key enabler of this modernisation of government. It allows offering both individual citizens and companies the opportunities to interact (even to conduct business) with government 7 days a week and 24 hours a day, and to do so using different means of communication. IT brings endless possibilities for improving the internet operational and support within the realm of government. An e-government initiative must address at least three major issues:

- E-governance; the application of IT to intra-governmental operations, including the interaction between central, provincial and local government
- E-services (delivery and feedback); the application of IT to transform the delivery of public service from “standing in line” to

online: anytime, anywhere, by any means, and in an interactive mode. The new delivery vehicles also offer the opportunity to let people participate in government, by collecting direct and immediate public input in respect of policy issues, specific projects, service delivery problems and cases of corruption.

- E-business; the application of IT to operate performance by government in the manner of business-to-business transactions and other contractual relations (e-government policy, 2001; DPSA).

The (e-government policy, of 2001) perceives IT as a powerful enabler for the delivery of services to the public but the starting point in the e-government drive should always be to identify what the customer wants, and then look how to use IT to achieve this economically and effectively. IT must bring value to government's service delivery initiative, and government agencies should have a universal understanding of IT value. The IT value should be regarded as the collective benefits- both economic and social – which are derived by all stakeholders (citizens, public, servants, suppliers) from the usage of equipment, software and/or service. IT application should be valued only if they enable their users to achieve the following benefits:

- *Increased production* – better output in terms of the quantity and quality of traditional results, or the performance of previously impossible tasks;
- *Cost effectiveness*- due to reduction in time duration, complexity or possible repetition/duplication of tasks;
- *Improved service delivery*-achievement of the Batho Pele objectives; for offering equal access to government services; more and better information, choice of level/quality of service and guaranteed standards, remedies for failure and, ultimately value.

Commentators have increasingly begun to talk about information as a defining feature of the modern world. Much attention is now devoted to the information of social life: we are told that we are entering an information age, that a new mode of information predominates, that we have moved into a global information economy. A good many writers have gone even further to identify as information societies the United States, Britain, Japan, Germany and other nations with similar ways of life. It appears that information has become so important today as to merit treatment as a symbol for the very age in which we live (Martin, 1988).

Knowledge management is a cross-disciplinary practice which enables organisations to improve the way they create, adapt, validate, diffuse, store and use knowledge in order to attain their goals faster and more effectively (Lesame, 2005). According to Lesame (2005) the basic principles of knowledge management are:

- *Knowledge shared is knowledge multiplied* – one way in which this is apparent is that when people share what they know, it becomes unnecessary to “reinvent the wheel”.

When different pieces of knowledge are brought together, new knowledge is frequently created. The ability of an organisation or individual to follow and implement best or leading practice depends on being able to access this kind of knowledge.

- *Workers need to be provided with knowledge if they are to perform their jobs effectively.*

This requires a flatter organisation structure and for less emphasis on hierarchy. It also implies empowerment and transformation.

- *Having the right information available at the right time and at the right place.*

Just what sense to make of this symbol information society has been the source of a very great deal of controversy. To some it constitute the beginning of a truly professionalised and caring society, while to others it represents a tightening of control over the citizenry; to some it heralds the emergence of a highly educated public which already has access to knowledge while to others it means a divulge of trivia, sensationalism and misleading propaganda; to some it was the development of the nation state which promotes the role of information, while to others it was changes in corporate organisation that had led information to be more critical (Webster, 1995).

The most common definition of the information society lays emphasis upon spectacular technological innovation. The key idea is that breakthrough in information processing, storage and transmission have to lead to the application of information technology (IT) in virtually all corners of society. The major concern here is the astonishing reduction in the costs of computers, their prodigious increase in power, and their consequent application anytime and everywhere (Webster, 1995).

In many countries, it may be said that there have been direct relationship between the press and revolution, telecommunication and modernisation, and traditional institution and revolution. It may be recognised that there can be no communication analysis unless the complex networks of human, interpersonal, and group communication are taken into account. The tendency is to view communication as a complex whole, in which both the human and technology dimension must be considered (Mowiana and Wilson, 1988).

## **2.2 Government Communicators' Handbook**

Cabinet decided in September 2000 that a Handbook on Government Communication will be published by GCIS, to entrench the new ethos and approach. The government communicators handbook is designed to assist government communicators to locate themselves in the overall Government communication system in a rapidly changing working environment.

The handbook seeks to provide the Government communicator with simple guidelines and a reference tool about government communication. These guidelines include among others, the Government Communication Strategy (GCS), media liaison and management, campaign management, Development Communication, understanding of government policy, marketing and advertising, and managing the corporate identity of the government.

Strategy and planning are key elements for effective, integrated and coordinated government communication. The capacity to communicate with one voice is promoted by such practices as Pre-Cabinet Meetings, Government Communicator's Forum (GCF), Media Liaison Officers (MLO)Forum, Communication Clusters, Post-Cabinet Briefings and joint communication around programmes and campaigns undertaken collectively by ministries.

There are five Directorates within the GCIS, these are:

- The Corporate Service, which is in charge of human resource needs of the organization. The Government and Media Liaison coordinates and facilitates the development and implementation of communication strategies. It also manages and strengthens the relationship between government and the media, and convenes all the coordination forums aimed at promoting the integration of government communication.
- Policy and Research is responsible for analysing the impact of government policy from a communication perspective as well as research into the communication environment within which government operates. The section also facilitates research into the communication needs of other government departments on request.
- The Communication Service Agency (CSA) is responsible for the content, development and production of government information products. It also coordinates bulk-buying of advertising and marketing space for government; and managing the video, photography and radio units of the GCIS.
- The Provincial and Local Liaison (PLL) is responsible for the coordination and facilitation of all of all development communication aimed at providing government information services to citizens of South Africa (one of the leading approaches in providing such useful information and services is through the establishment of Multi-Purpose Community Centres).
- The GCIS Project Desk assists government departments with specific campaigns and events. It develops a Government Communication Programme (GCP) and constitutes project teams in line with imperatives of the GCP. Information Management and

Technology is responsible for the efficient and effective utilisation of information and information technology by the GCIS in its execution by GCIS of its function.

### **2.3 LAYING THE FOUNDATION FOR EFFECTIVE COMMUNICATION.**

Mr Monama, Chief Director: Communication, stated clearly on the strategic framework presented on February 2005, that Government communicators in the North West are faced with a number of challenges among which are: lack of training or expertise, especially in the new government communication paradigm; uneven appreciation of the strategic value of communication within government; lack of standards guidelines; lack of integration, coordination and synergy.

The fundamental goal of government communication is to inform people about their rights and obligation as citizens, and to provide citizens with information that they can use for purpose of their own empowerment and socio-economic order. The policy also clearly states that effective communication helps create a platform for the views and inputs of ordinary policy and delivery of services. Communication is the cornerstone of participatory democracy and a strategic tool for service delivery.

The current challenge articulated in the framework is access to government information. Given the predominantly rural nature of the North West and the reality of poverty and low literacy level, it is difficult for many people to access government information, which by and large, is through

the printed word- and the medium is almost always English, and filled with technical jargon (Bills, Acts, white paper). This reality marginalizes the majority of people from participating in the mainstream of South Africa's political life. As a result, many people remain out of touch with the rest of society.

Effective co-operation between GCIS in the province and provincial communication structures will help improve the co-ordination of communication in the province. The co-operation between the provincial office of GCIS and the Office of the Premier finds practical expression in our collaboration on projects such as Imbizo, Multi-Purpose Community Centres and Provincial Communication Forum.

The framework also articulates that the Government needs to adopt a proactive approach to communication and media relations. Proactive communication enables government, even in times of crisis, to set the agenda and thus communicate from a position of strength. Regular opinion articles, proactive media releases and media briefings must constitute key elements of our pro-active strategy. To be proactive, government needs to develop "early warning systems". This will enable timeous development of a pro-active communication strategy as well as help government to move away from crisis-driven communication management.

The principal objective of any government communication structures is to popularise the message of government at any given time. Having the correct message is a fundamental prerequisite for effective communication. An effective message must strike at the heart of people's aspirations, and must resonate with the plight and hopes of ordinary people. The core message must capture the essence of government's vision and programme of action and must help rally citizens behind government's programmes.

On the major challenges the provincial government face, cited by the Framework is to develop a coherent and co-ordinated approach to government communication. Effective communication of integrated government communication is one of the ways in which the notion of co-operative governance and "one government" can find concrete expression. One government , one message.

It is stated also in the framework that the other inter-related challenge is to strive towards effective linkage between spheres of government. The people on the ground do not necessarily distinguish between spheres of government. There is a need to ensure that all provincial departments, local government and other sectors of an integrated provincial communication strategy coordinated their activities. Our objective should be to ensure that the provincial government speaks in one voice.

The Provincial Communications' Forum provides a forum for coordination of communication programmes. This forum shall be constituted by all Heads of Communication in all provincial departments and chaired by the Head of Government Communication. The commitment of all departments to the Forum is extremely critical. Participation in the programmes of the forum by Heads of Communication shall be mandatory, and contribution to co-ordinated government work shall constitute part of the key performance areas of Heads of communication.

The provincial government must ensure that it has the right people with requisite skills and resources to deliver quality communication. Government needs to ensure that communication sections are staffed by properly trained and experienced personnel who understand the new government communication paradigm as well as government policies and programmes.

Mr Monama also stated that the problems regarding Heads of Communication's Capacity, have been cited as being Lack of Skill, knowledge or experience. These, impact on the quality and effectiveness of government's communication. The recruitment of government communication cadres, especially Heads of Communication must take account of the fact that communication is a strategic tool of service delivery. He added that the office of the Premier shall be charged with the responsibility of facilitating a regular review of recruitment criteria for communication cadres and identify key competencies that all government communication must possess.

He also said that the government cannot expect effective communication in the province if it does not appoint quality communication cadres, who are clear on communication strategies, government policies and media relations. Provincial departments must ensure that their communication is fully conversant with the policies and programmes of their departments and the rest of government to be able to contribute meaningfully to governance.

Herein are some of the functions of Head of Communication as outlined in the framework. They are

- To develop Annual departmental Communication Strategies and programme inline with the provincial strategy within two weeks of EXCO approval of the Provincial Communication Strategy. These will reflect the message and theme as captured in the provincial communication strategy and departmental priorities.
- Be proactive communication of the programme of the MEC and the activities of the department; managing the production and distribution of publications and materials and ensure that they reach target audience, including through the Multi-Purpose Community Centres.
- To do daily media monitoring and analysis in order to respond intelligently and rapidly to issues that affect the MEC and the department. This shall also include the evaluation of each day's media initiatives and interventions.
- To contribution to co-ordinated government communication by participation in the provincial communication forum, cluster communication work and other forums aimed at collectively planning government communication programmes.

The strategic framework also indicates that one of the most critical issues in South Africa is Capacity Building at local level. The communicator's handbook clearly outlines its importance. Capacity-building entails building tools, skills and support to enable councilors and officials to do their work effectively and efficiently. There is a need to create an enabling environment for structures and processes for coherent communication.

Important capacity-building interventions for local government communication were identified in the Handbook as follows:

- The local government system has to meet the information needs of all sectors of society by promoting active and popular involvement of the people in the practical implementation of Government's Programme of Action.
- There is a need to build capacity for both local government communicators and officials with a view to equip them with the requisite skills to communicate simple messages effectively.
- Municipalities should provide financial resources for human resource development, communication infrastructure and support.
- The utilisation of information and Communication Technology and the creation of an electronic distribution list for local government communicators will help facilitate rapid response capacity to issues that may arise in the communication environment.
- The Government Communication and Information System (GCIS), The Department of Provincial and Local Government, South African Local Government Association (SALGA) and provincial HoCs should ensure that the government Communication System and provincial communication strategies help shape the character and

nature of the local government communication system in order to ensure that government communicates with one voice.

It was emphasised that this would be aided by the effective use of all forum/platforms where co-ordination and networking can take place, both in an informal and formal way.

Regarding enhancing citizens' participation, the communicator's handbook articulates that Letsema (communal volunteerism) and vuk'uzenzele (arise and act) campaigns provide opportunities for municipalities to promote and enhance citizen participation and direct communication. Municipal outreach programmes are fundamental for participatory democracy and interactive governance.

Monama indicated that Municipalities could effectively utilize MPCCs as place of Development Communication and increase dialogue with the public. They should also build partnerships with communities, NGOs, Community based Organisation (CBOs), Faith Based Organisation (FBOs), trade unions, schools and all social formation in the development, implementation and monitoring of integrated development plan (IDPs) and other community projects, which may better the quality of life of communities.

## **2.4 GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM: CORPORATE STRATEGY.**

The overarching strategic objective of GCIS is to enhance the government communication system and its operations in ways that contribute to the process of further consolidating our democracy and taking the country onto a higher growth and development path. This objective will be achieved by having the following elements in their strategic approach:

- Providing leadership in Government Communication and ensuring better performance by the communication system. The GCIS must take responsibility for ensuring government is communicating interactively with the public and for the communication of government's vision and approaches to broad areas. GCIS needs to be at the forefront of analysis of the communication environment so that it can identify initiatives to be taken in enhancing the work of government and be able to respond effectively when required.
- Building a framework of communication partnership informed by an encompassing vision around common development objectives. GCIS must take overall responsibility for promoting partnership amongst all communicators, inside and outside of government, in articulating a shared vision and value system for a caring society and in broadening access to the means of receiving and imparting information and ideas.
- Promoting awareness of the opportunities that democracy has brought and how to access them. GCIS will need to intensify the provision of basis information to the public about the rights of citizens and how to take advantage of government's socio-economic programmes as well as about the general process of policy development and implementation. Attention will be needed

to improving the quality of information products and the effectiveness of distribution strategy in reaching all citizens, in every sector of society.

- Promoting awareness of the institutions and programmes of continental and regional integration and development. Given the critical role of the regional environment and the development of our continent, GCIS should encourage and lead campaigns across government and society to enhance public awareness of development in the region and the continent and promote engagement with regional and continental institutions and programmes.
- Communication research and information. The GCIS as a whole needs to base its work on soundly researched approaches. The GCIS will play a key role in identifying areas of communication research as well as receiving relevant research reports from other sectors. There is therefore a need to package information on government's programme of action ([www.gcis.gov.za](http://www.gcis.gov.za)).

## **2.5 COMMUNICATION FOR DEVELOPMENT**

Michael Currin in his paper presented to the National Communication Conference of the University of the Free State, alluded to the fact that people in rural areas don't have access to government services. He also noted that this is exacerbated in rural areas where distances are vast and the cost of traveling to urban centres to access services is high. This puts a strain on the income of those citizens who can least afford it. He alluded to the fact that in South Africa , Multipurpose Community Centres (MPCCs) have been identified as the primary approach for the

implementation of development communication and information as they can offer a wide range of services that communities can use for their own empowerment.

At such centres communities are able to access services from the three spheres of government as well as a range of information products of government and other organizations. Communities are also able to communicate back to government at one locality. Such a process of accessing information allows for an improvement in the quality of service delivery in the line with Batho Pele principles guiding government delivery. More importantly, interactive and participatory communication methods allow citizens to have their say and receive information and services in ways more suitable to their specific needs and requirements.

The rationale of this study was based on the MPCC initiative to gain momentum as primary vehicle for the institutionalisation of a development communication approach to public communication discourses. Along with the imbizo programme of government and enhance media liaison activities, government is committed to a process of deepening its unmediated modes of communication with South Africans in order to maintain a democratic communication system.

Currin's paper addressed the following key objectives:

- Outline the development communication approach as it currently informs public sector initiatives around unmediated communication.
- Provide a brief synopsis of relevant government communication

structures which enable this particular communication approach

- Introduce information products being managed within the public sector currently and indicate new developments.

The theoretical perspective used in the paper was Development Communication, which emphasised that this approach to communication provides communities with information they can use to better their lives, and which aim to make public programmes and policies real, meaningful and sustainable at community level. Such information must be applied in some way as part of community development. It must also address information needs which communities themselves identify.

The following elements of the development communication approach are indicative of the outcome required of communication practitioners:

- *Responsiveness*. People understand their own needs better, and through this approach communication becomes a tool in the planning and development process, not a mechanism to persuade communities once unpalatable decisions have been made “in their own interests”.
- *Feedback*. It also requires expertise in managing consultative processes as transactions within this mode are not assumed to be completed after a few interactions.
- *Innovation and creativity*. If the interest of people is to be captured, communication cannot be dull and boring. Balance of creativity with an understanding of what communities would be prepared to accept and where consideration has been given to the norms and prevailing values of that community.

- *Independent validation.* A good understanding of government, its systems, structures and processes.
- *Common ground.* The standards, norms, values, habits of the community are paramount.
- *Simple and relevant language.* Concepts are packaged in the experience of communities, in their own language and where communities themselves have played a major role in the creation of material for development communication programmes

(Government Communicators' Handbook, 2005)

According to the Provincial Communication Strategy (North West 2006/7), government information does not adequately reach its intended audiences, especially in the rural areas where information is desperately needed. Poor access to information is an important feature of our communication environment. We use wrong vehicle to disseminate information. Government documents tend to use inaccessible language. This marginalizes the poor and the illiterate from participating in the mainstream of South African's political life.

The strategy also indicated that the negative image of local government needs to be addressed by, among other things, capacitating municipalities to communicate positive messages, especially about service delivery to counter strong negative perception. The local sphere is the level of government that is closest to the people, yet in reality, the public has had little contact with its elected representative. This militates against the aforementioned development communication approach of being *responsive* and being able to provide *feedback*, if there is little contact between the public and elected representatives.

According to Van staden (2002), feedback is the receiver's reaction, it helps the sender to establish whether the message was understood correctly. Cleary (2003) point out that it is essential for effective communication, as it provides for a two-way flow of the message. The message can be adjusted should misunderstanding occur. Feedback thus provides the sender with a way of ensuring that the message has been received, interpreted and understood as was intended.

The government should consider demographic imperatives and seek to provide appropriate communication infrastructures for each notion. Priority should be given to:

- Institutions' non-verbal flows of communication;
- Reforming existing structures and setting them on a course towards democratization;
- Selecting new technology and new technical means;
- Neutralising potential disadvantages resulting from technological developments, and creating training facilities (Mowlana and Wilson, 1988).

## **2.6 Globalisation, Information, Communication Technology and Development.**

According to Fourie (2001), one of the main issues in globalization is that national culture and identity are replaced by a global local dimension and that everyday experience of the local is now saturated with reference to the global. Central to this process has been the emergence of information and communication technology (ICT) and its media networks which allow for faster, more extensive, interdependent forms of worldwide exchange,

travel and interaction. In communication science these concerns have led to numerous debates about media imperialism and to the formulation of a New World Information Order.

Fourie further emphasises that the NWICO is overshadowed by a new buzz-word, namely the “information superhighway”- a metaphorical concept that refers to all our contemporary means of communicating through a network of high-tech communication networks made possible by state-of-the-art ICTs across borders in almost real time. The hype about the economic fortunes associated with ICT and the so-called possibilities of growth that ICT may create for developing countries somewhat obscure the NWICO’s concern about content, the meaning significant by the media’s content and the content’s contribution to a global culture in which the emphasis is on dominant western values and beliefs.

By mid 2004, the USA, working with the Department of Public Service and Administration, was deploying Information Communication Technology (ICT) to the first 10 Multi-Purpose Community Centres (MPCCs) that were part of the first phase of the Botho Pele gateway portal. The hardware, software and satellite connectivity roll-out provide streamlined government service online. In march 2004, the Minister of Communication, Dr Ivy Matsepe-Casaburri, accompanied by the chief executive officer (CEO) of the Universal Service Agency (USA), Dr Sam Gulube, launched 35 ICT facilities in the form of telecentres, e-schools cyberlabs, and a multimedia resources centre in the rural nodal points of South Africa.

There have been criticism leveled against the dangers of ICT, namely the liberal and Luddite criticism. In liberal critique the emphasis is on the anti-social potential of ICT. This form of critique nevertheless maintains that as long as people are alert to the dangers of ICT, development will be appropriate and socially beneficial. The main focus is that the information society should be the outcome of an informed democratic process. In Luddite critique, the main point of departure is that although technology itself may be neutral, it is in the hands of and managed by people and groups whose primary purpose is to make money and not necessarily in the possible social good of ICT (Fourie, 2001).

Fouries (2001) cites Hamelink (1997) who suggest that we ask critical questions about, control, access, quality and participation.

Regarding control, he argues that as far as democratic and participatory control of information is concerned, the global information infrastructure, has not succeeded. Major players are actively striving to gain control over production of messages, the operation of distribution systems (ranging from satellite to digital switches), and the manufacture of the equipment for the reception and processing of information.

In relation to access, Hamelink emphasizes that there are different schools of thought, one restricts the notion of universal service to *availability*, availability means that all citizens should have access to basic communication services at affordable prices. Another school propose that apart from availability, access also means that people should be able to use communication service at profitable prices. The ability to use communication services, content and ICT also form part of access, and training towards such ability should be part of providing a universal service.

Insofar as quality is concerned, Hamelink asks, if the GII will deliver quality information?. The internet has been guided by the rules of sharing information free and has now been discovered as major vehicle for commercial advertising, the question is whether this contributes to the quality of development and adheres to development need in education.

Finally, in respect of participation, he further argues that just like NWICO the GII is steered by the interest and stakes of governments and corporation. It is the bilateral playing field of princes and merchants, and ordinary people are occasionally addressed as citizens or consumers, but they play no essential role. There are no trilateral negotiation among governments, industrialist, and social movements to decide on a future that we all may want.

## **2.7 South African ICT Projects**

According to the Rural Development Framework (1997), the infrastructure backlog in rural areas is immense and sustained investment in appropriate types of infrastructure is essential for achieving the equality and efficiency objective of the government. Prior consultation with local government structures and community fora is a precondition for all rural infrastructure projects, so also is the close cooperation of the national and provincial line departments involved.

### **2.7.1 The i-community**

The i-community is a unique private-public sector ICT training cooperative between HP and communities. It was launched at the 2002 World Summit on Sustainable development (WSSD) in Johannesburg.

The i-community comprises a business resource centre, an e-government gateway, a personal computer (PC) refurbishment centre, a call centre and IT training facilities. The i-community is an IT project aimed at not only at ICT skills development but also at stimulating social and economic development (Lesame, 2005). He further emphasizes that it is a rural ICT project, a development model that has prove that ICTs can be sustained in rural areas, if they are seen by locals as helping them in their development.

### 2.7.2 Telecentres

Telecentre have opened new opportunities for the provision of rural access to ICTs. According to Lesame (2005), developing countries like South Africa, which do not have a long history of telecentres operation are still battling to make telecentres more profitable and sustainable. However these challenges will have to be overcome because South Africa has identified telecentres as one of the tools for addressing the problems of lack of access to ICTs in the rural areas.

### 2.7.3 Digital Villages

Digital villages are computer resource centres managed by community members who have been trained in the necessary IT and management skills. Lesame (2005) emphasized that digital villages differ from telecentres because they are mostly backed by the private sector. They have better ICT resources and offer ICT skills training, and they variably have electricity and stable, well-secured accommodation. It has become apparent that government cannot provide the information technology infrastructure in all parts of the country on its own.

Microsoft UP (Unlimited Potential) is a corporate-wide strategy designed to improve alignment of Microsoft's philanthropic efforts with the corporate mission. UP focuses on improving lifelong learning for disadvantaged young people and adults by providing technology-related skills through community-based technology and learning centres. One of the components of the Unlimited program is Community Technology Learning Centres (CTLC) or Digital villages ([www.microsoft.com](http://www.microsoft.com)).

A CTLC or a Digital Villages typically consists of 15 – 20 computers loaded with software, based on the needs of the particular community, as well as training content from Microsoft as well as third parties. They are a community resource centre for training, information search on the web and doing projects. In South Africa, that definition of “disadvantaged” may include those who have no access to IT facilities. More generally, it includes individual who are economically, socially, physically or culturally disadvantaged and/or a combination of these. As a result, some CTLC within the UP initiative will target rural areas. .

The Digital Villages (DVs) were evaluated during 2004. The evaluation exercise brought to light the following achievements on this initiative:

- The users are predominantly Africans with a small majority female. Many of the users are unemployed youth whose parents themselves are either unemployed or pensioners.
- The DVs are offering services to youngsters who use the important service that falls within the mandate for which the DVs were established.
- The assessment of staff capacity was generally very high and

many users indicate that they gained a lot of basic computer skills from the centres

- Many users indicate that the fees charged by the centres are not only accessible but that they got value for their money.

Microsoft, through its community investment projects, will:

- Bring richer content, training opportunities, and tools to help community centres evolve from simple centres of technology access to technology-enabled centres of learning and collaboration.
- Improve education and training in the community, positively affect demand for and the human capacity to use technology, and in turn, enhance prospects for the successful development of local technology-oriented enterprises and resources ([www.microsoft.com](http://www.microsoft.com)).

A recent development on this program (CTLIC) is the signing of an agreement to partner with Universal Service Agency (USA), a government agency set up for digital inclusion for jointly setting up telecentres, the training of trainers and management of telecentres and the provision of the Unlimited Potential curriculum ([www.microsoft.com](http://www.microsoft.com)).

According to Lesame (2005), while the government is taking the lead in establishing telecentres and related ICT centres, the role of the private sector in ICT training cannot be underestimated in South Africa. The private sector has the resource, and sometimes the will, to bridge the digital divide and help reduce high illiteracy levels.

#### 2.7.4 Multipurpose Community Centres

Multipurpose community centres (MPCC) are a type of telecentre and in South Africa are established by the GCIS and the USA. The GCIS telecentres are operative successfully and most provide services such as tele-health and electronic government.

## 2.8 THEORETICAL FRAMEWORK

### 2.8.1 Development aspects of communication

According to Newson (1993) development means an overall improvement of peoples living conditions. Communication development aims include the amelioration of poverty, malnutrition, unemployment and illiteracy. Hedebro (1992) defines development as a particular form of social change leading to improved living conditions and standard. Development can also imply a telescoping of change in a given society, which will enable the society to attain the economic, social and educational standards of Western industrialized (developed) societies. Newson (1993) argues that the introduction of development to the Third World be careful not to impoverish large sections of community by destroying the fabric of rural society and creating urban slums. The indiscriminate Western frame of reference should be avoided.

According to Mowlana and Wilson (1998) the notion of development was used to consider the basic causes of historical evolution, causes which were thought to lie in the economics and social structures of society. Development, both as process, a generic notion and as a concept

referring to several specific evolutionary or revolutionary phenomena, has been used since the World War II to describe four broad types of phenomena: modernisation, nationalism and political development; economic development and technological diffusion; Imperialism and underdevelopment; and revolution, liberation and human development.

They identified a structural approach to communication and development, which examines the present infrastructure of the world communication system to determine whether it impedes or promotes development on all levels. This approach is characterised by a number of movements such as the call for a New International Economic Order and the debate over a New World Information order, which advocate an examination and critique of the structure of the system at national and international levels.

This approach sees communication as the infrastructure of and precondition for economic growth, and thus, development. The structural analysis of communication and development deals not only with the question of the political economy of information, but also with a set of cultural and social indicators relevant to communication and society in general. An integrated framework for comparative communication system has been proposed in which emphasis has been given to the process of both message production, distribution and intent rather than the atomistic notion of content and effects.

The distribution stage of communication systems, long neglected, has been singled out and a number of indicators have been identified focusing on the links between a society's cultural, economic, political and communication institutions. This integral approach to communication and development policies not only consider such variables as ownership, production and distribution but also takes into account the perceived and actual control in communication systems and pays attention to such variables as capital, income distribution, bureaucracy, and message use (Mowlana et al., 1998).

Any attempt to use mass communication for rural development can be said to have a theoretical foundation that is based on certain assumptions about how people acquire and accept or reject information, ideas and beliefs and about how they use their knowledge and act on the basis of conviction. Similarly, every such effort also presupposes a concept of development. For example, for some, development is the handing over of technology to the unskilled so that they can become more productive: for others, it is the awakening to intellectual and decision-making potential of rural people so that they themselves can change the very structure of society (Diaz: 1979).

Mowlana and Wilson (1988) identified two models of communication development: these are 1) Liberal / Capitalist and 2) Marxist / Socialist Models.

### **2.8.2 Liberal / Capitalist models**

This model is based primarily on the socio-economic theories of Max Weber. The theory emphasises the role of the economic elite in development, while paying particular attention to the factors of information, knowledge and motivation. One of the characteristics of these types of models is that they are generally less concerned with traditional forms of communication and infrastructure, and tend to emphasize rather rational bureaucracy, formal institutions, and modern western government system.

Mass media and mass communication are recognised as fundamental organising powers, in such models of communication and culture as the Triple M. theory (Mass Media, Mass Society, Mass Culture) and the technological determinism approach are the outcome of this process.

The Liberal / Capitalist models of development are based on the fundamental concepts of individual freedom; universal rights of suffrage; a free marketplace of ideas and commodities. Democracy is identified with individual liberty, popular participation, private ownership of the means of mass production and distribution, and freedom of enterprise.

There are many theoretical perspectives on development. Frey (1973) identified four major categories of such theories; economics, psychological, political and communication. Some different theoretical perspectives were sub-listed within these categories. The term "Development" itself is subject to a range of definitions and interpretations.

Development communication is the integration of strategic communication development projects. Strategic communication is a powerful tool that can improve the chances of success of development projects. It strives for behavioural change not just information dissemination, education, or awareness-raising. The latter are necessary ingredients of communication, they are not sufficient for getting people to change long-established practices or behaviours ([www.web.worldbank.org](http://www.web.worldbank.org)).

It is also stated that all development require some kind of behaviour change on the part of stakeholders. Changing knowledge and attitude does not necessarily translate into behaviour change. In order to effect behaviour change, it is necessary to understand why people do what they do and understand the barriers to change or adopting new practices. It is not enough to raise awareness of the “benefits” or the “costs” they perceive a change would entail. Chris Peterson, in his article posted on the website of The Museum of Broadcast Communication said that development communication are organised efforts to use communication processes and media to bring social and economic improvements, generally in developing countries.

According to Swanepoel and De Beer (2006), the main aim of the concept of development communication incorporates:

- the need for an exchange of information to contribute to the resolution of a development problem.
- improvement of the quality of life of a specific target group
- implementation needs analysis and the evaluation mechanism within the communication process

Communication development models, emphasizes communication two-way to disseminate messages and to transmit information or to motivate people. These models also allow for horizontal communication among people rather than vertical transmission from the expert to an audience. The community development worker should prompt the community to initiate the message about their development needs (Swanepoel et al. 2006)

## 2.9 CONCLUSION

It terms of the projects regarding the development of rural areas South African government seems to have made some progress. The main problem or focus should be at the implementation level as many villages are still marginalized regarding access to ICTs. Coordination of activities of role players are need to be looked at and the benefit of the people should come first and profit of private sectors should be kept at a minimum. HP and Microsoft should not benefit at the expense of the poor.

The liberal/ capitalist model identifies Democracy with individual liberty, **popular participation**, private ownership of the means of Mass production and distribution, and freedom of enterprise. The government stresses entrepreneurship (freedom of enterprise), and these should provide people with training so that they can participate in their own development (popular participation). Development communication focuses on dialogue (channels of Communication), and emphasizes responsiveness, which is an important aspect regarding development (people know what they need bottom- up approach). The model will form the basis of interpretation and analysis of government approach to rural development.

## **CHAPTER 3**

### **3. INTRODUCTION**

This chapter deals with the procedures that were employed by the researcher in the completion of the study. Information regarding the collection and the analysis of the data used in the study are discussed.

#### **3.1 RESEARCH DESIGN**

The study is a Public Relation Audit of Government communication and its role in the development of rural areas.

According to Du Plooy (2001), when undertaking a public relation audit, the goal is usually applied to measure:

- How effective communication with various publics are; and how such communication can be improved; and or
- The effectiveness of the planning, implementation and eventual impact of a PR campaign.

Du Plooy also pointed out that a PR audit is of particular strategic importance to determine an organisation's long-term goals, and the planning and policies necessary to achieve these goals.

## **3.2 METHODOLOGY**

### **3.2.1 Methods**

Both qualitative and quantitative methods were used in the study.

“qualitative studies, will typically use qualitative methods of gaining access to research subjects (theoretical selection of cases); these are qualitative methods of data-collection (questionnaires and semi-structured interviews); and qualitative methods of data analysis (narrative analysis)” (Mounton 2001: pg 270).

According to Du Plooy (2001) content analysis is used in various types of communication research, such as the analysis of mass media content, *transcripts*, or in organisational communication as in the analysis of memos, electronic mail, transcripts of meetings and policy documents. A common use of content analysis is to record the frequency with which certain symbols or themes appears in messages. Tables 6-7 required respondents for their personal inputs regarding government involvement. Interviews were also conducted with Directors of different departments.

### **3.2.2 Data Collection**

Questionnaires and direct individual interviews were used as instruments for data collection. The questions in the questionnaire were both open and close ended. Closed-ended question offer several alternatives from which to choose from and usually provide clear, unambiguous answers. Open-ended questions allow for unrestricted answers and are particularly useful if you want to encourage respondents to express their attitudes or opinions in their own words (Steinberg, 2001).

The questionnaire required the demographics of the respondents, information/ knowledge regarding government communication and information regarding the MPCCs (see Appendix B). Individual interviews required information regarding projects and policies regarding the government involvement/ participation in rural development.

The study was conducted in villages of Montshiwa and Motlhabeng where a questionnaire was administered by the researcher. The villages are situated adjacent to each other.

Interviews were conducted with three directors of communication from two Departments of Government that is Department of the Premier and the Department of Health, and the Provincial Director of the GCIS (North West Province).

### **3.2.3 Sampling Method and Sampling Size**

Households were chosen depending on their geographical proximity to Central Business District and Government offices. The idea was to the services provision within the areas under study, to explore the extent of development or the need of MPCCs. The households were chosen randomly .

Each household was represented by one member. 38 households from Montshiwa (N=38) and 39 (N=39) from Motlhabeng were selected for the study, Directors of Communication from government were interviewed and the Provincial Director of the GCIS as mentioned above(N=3).  
Sample size N = 80.

### **3.2.4 Methods of Data Analysis**

The statistical package (SPSS) was utilised in data analysis, including the descriptive statistical frequencies. A content analysis was employed as it requires comments from the respondents on the basis of verifying whether the objectives are reached, it will also be used for interviews from the directors.

## CHAPTER 4

### 4. INTRODUCTION

This chapter discusses Information gathered through the questionnaire , which are descriptive in nature, except for table 5-7. Information that was required from the respondents was to provide their insight regarding government involvement in rural development, their perception regarding government involvement and what actions would be appreciated from government regarding their own development. This would help in providing information regarding government's progress and if it is getting through to the people.

#### 4.1 Data Presentation and Interpretation

The analysis was designed to find out the role played by Government Communication in the development of rural areas around the Mafikeng District. Community members of Motlhabeng and Montshiwa villages were units of analysis. 38 households from Montshiwa and 39 households were used to gather this information. Table 1 – 4 are the demographics of the respondents and table 5-7 deals specific information regarding MPCCs and GCIS.

#### 4.1.1 Quantitative analysis

##### 4.1.1.1 Demographics

**Table 4.1 Age**

Respondents	Frequency	Percent	Valid Cumulative	
			Percent	Percent
18 – 25	35	45.5	45.5	45.5
26 – 32	15	19.5	19.5	64.9
33 – 40	10	13.0	13.0	77.9
41 & above	17	22.1	22.1	100.0
Total	77	100	100.0	

The table shows that 45.5% of the respondents were between the ages of 18 - 25, whilst 19.5 % of the respondents were between the ages of 26 - 32, whilst 13% were between the ages of 33 - 40 and 22.1% of the respondents were 41 & above.

**Table 4.2 Gender**

Gender	Frequency	Percent
Male	37	48
Female	40	52
Total	77	100

48% of the respondents were males and 52% of the respondents were females.

**Table 4.3 Occupational Level**

Respondents	Frequency	Percent
Student	34	45
Employed	18	23
Self-employed	8	10
Unemployed	17	22
Total	77	100

45% of the respondents were university students, 23 were employed, with 10% self-employed and 22% of the respondents were unemployed.

**Table 4.4 Residential Area**

village	Frequency	Percent	Valid Cumulative	
			Percent	Percent
Montshiwa	38	49.4	49.4	49.4
Motlhabeng	39	50.6	50.6	100.0
Total	77	100.0	100.0	

49.4% of the respondents are residents in Montshiwa township and 50,6 of the respondents reside in Motlhabeng. Montshiwa, as it was indicated, is semi-urban and Motlhabeng rural, with inadequate resources including proper roads and electricity.

**Table4.5 Knowledge of the GCIS by respondents**

Response	Frequency	Percent
Yes	7	7.0
No	71	93.0
Total	77	100.0

Only 7% of the respondents know about the existence Government Communication and Information System and 93.0 % of the respondents do not know of GCIS. According to Gaogamediwe, Director of Communication (Department of Health), the GCIS started in 1996 and it

has been established in every province. It is divided four into districts in the North West province. There is a forum called District Communicators Forum where local municipalities are represented, receiving information disseminated from provincial level structures. This is done in an attempt to ensure that there is coordination and better flow of communication from the Government. Noting that 93.0 % of the respondents did not know about the existence of such a department, it follows that much more work need to be done regarding the marketing of the GCIS services.

Monama, Director of Communication in the Premier's Office confirmed that the Provincial Communication Forum is supposed to be the centre where coordination of government's communication programs takes place. It meets once a month, the purpose is that the province communicates in one voice and gives consistent messages. The problem, which he pointed out, was that it has turned out to be a complaints forum, an unintended outcome where other communicators express their complaints about their principals.

In her speech at the annual communicator lekgotla held at Dikgololo (February, 2006) the Premier of the North West , Mrs Edna Molewa, acknowledged that, there seem to be problem regarding utilization of communicators by their principals and there also seem to be a problem of understanding the role of communicator and/or communication within their departments. Thus there are problems within the province regarding government communication and people have no idea of the existence of the GCIS, a key organisation in the implementation of communication strategies of government.

**Table4. 6 Role of the GCIS as known by respondents**

Response	Frequency	Percentage
Yes	13	16.9
No	64	83.1
Total	77	100.0

16.9 % of the respondents say they know of the role played by the GCIS and 83.1% do not know what the service rendered by GCIS. According to Monama, the GCIS is the leader of Government Communication in the country. The national Communication Strategy comes from the GCIS, they provide overall strategic leadership in terms of content and leadership. He stated that the GCIS's role is to shorten the distance between government and the people. People in rural areas need access to government services or departments.

Mr Mofokeng, Provincial Director of the GCIS (North West Province) during the interview, said that their organisation is the coordinators and facilitators of MPCC programme and they collaborate with the Premier. He said that they also work closely with municipalities.

**Table 4.7 Do you have a Multi-Purpose Community Centre in your area?**

Response	Frequency	Percent
Yes	12	15.1
No	65	84.9
Total	77	100

15.1% of the respondents say they do have a MPCC in their area and 84.9% of the respondents say they do not have MPCCs in their area. Presently there are no MPCCs within the villages under study, there is a centre in the Montshiwa Township that provides for Health related matters. The only centre is within the Mafikeng district is in Tshidilamolomo, which is more than 40 km away from the Mafikeng CBD. In policy documents of the MPCCs initiative it is stated that the approach aims to optimise establishments where communities congregate or frequently meet to obtain services and information with the idea of supplementing their communication capacity, thus minimizing costly construction and staffing. These should therefore be the nucleus of the intended community centres, which provide multipurpose services. It also states that research has indicated that schools, libraries, churches and clinics are such places were communities frequent ([www.gcis.gov.za](http://www.gcis.gov.za)).

According to GCIS Provincial Director, Mr Mofokeng, they work closely with municipalities who inform them about a structure that they want to convert into a MPCC. The GCIS then mobilizes the identified service providers , government departments, NGOs and parastatals. He also said that they need to narrow the distance between the community and the towns. The purpose of MPCC is to bring the services closer to the people so that they should not spend their hard earned cash to access government services.

Mr Mathebula, Director; Department of Developmental Local Government and Housing in report at the Communicator's Lekgotla February 2006, indicated that only 12 of the 21 municipalities have a communication unit and 3 out of the 4 districts have a communication unit.

These were the challenges faced by his department:

- Reporting lines and communication structures
- Participation in decision making structures
- Lack of necessary support and resources
- Lack of capacity

These challenges impact negatively on the progress of government regarding delivery and their idealism of being a proactive and a responsive government toward the needs of the communities and also in identifying areas for development around these communities. Communication units facilitate two way process between the organisation (Municipalities) and these communities and their absence closes channels of communications, and they impact negatively on the development process.

#### **4.1.2 Qualitative analysis**

Some of the Respondents when asked what kind of services are offered by the Multipurpose Community Centres said that the centres are used for grant payout points.

“ They help people who are disabled and old to get their social grants”

Others said that they are used for social development programmes, postal services and Arts.

“They are used for social development programmes, arts and culture, postal services, internet and arts and culture”

In the policy document it is also stated that the aim is to have a Multipurpose Community Centre in each of the forty-six district or regional Councils (third sphere of government) of the country based on the current demarcation by the province. Each area would service roughly 300 000, with major differences in terms of distance as well as population concentration between urban and rural areas and in most cases service and information delivery will also be through satellite points across the district. This drive would make more accessible to the people who were previously marginalised and disadvantaged because of lack of resources and access to government services.

Mr Mofokeng said that during phase 1 the requirement was one per district, now phase 2 (2006), the requirements is one per local municipality (meaning presently the local Mafikeng residents are still without one). He

also mentioned that in each and every district, there are 4-5 local municipalities, by 2010 there should be more than 300 MPCC. He also indicated that in the province there are 5 MPCCs but there are more telecentres but he also made it clear that presently there is none around the Mafikeng District.

The Communication framework indicates that the MPCCs should become a beehive of activity, where communities could access a variety of services. In this arrangement, the Government Information Centres (GICs) would provide available information on government as well as two-way channels between governmental communication facilities. This would imply, among others, the availability of various kinds of media, including the internet, video and audio facilities. The GICs themselves should be able to go out on road shows utilizing creative means of reaching out to the public. They should also have effective infrastructure for the distribution of government information. GICs should therefore be the communication and information nucleus of MPCCs.

The policy document also pointed out that government cannot meet the needs for all these services and undertake the required community liaison all on its own. Partnerships between the public and private parts, NGO's, CBO's and the many sectoral structures that exist (for example, Universal Service Agency with its Telecentre project, Local Business Service Centres with the Brain Project, the Public Information Terminal (PIT) project and the Community Post Office and Department of Communication, the Department of Public Service and Administration with its Shared Service Delivery approach are crucial).

Monana (provincial Director; Communication) said that they are planning a workshop to explain the role of the MPCC to all the stakeholders. He said that the role of the Centres is to shorten the distance between the Government and the people in rural areas, to make government accessible. All the government departments must be represented in each centre.

“The Government must come closer to the people and if we want to say we fight poverty why should we force unemployed people to travel long distances to access Government service, when we can bring it closer to them”

Joel Netshitenzhe in his speech at the opening of the Tambo Multi-purpose Community Centre in the Eastern Cape, told the community that the centre is to ensure that the government brings information about its policies, about its actions and about the rights of women, men and youth. The centre will bring information about job opportunities; about training people how to get protection from diseases, how to get bursaries and how to get pensions. He further said “ but this Centre is not only about you receiving information from government, its about you telling government what it is that you want. President Thabo Mbeki wishes to know what your views are; whether we are doing the right thing as government and what the priorities should be in this province”.

Most of the respondents indicated that they need information so that they could get involved. The following are some of the comments.

“they should give us more information on GCIS. Many people don't have access to facilities, that help inform or build the community”

“there are no developments made yet but I do believe that if the community is involved more efforts can be made for the goal which are wished to be obtained will progress”

According to Iraj Pootchi (1986) it is through communication that people learn new idea, new technologies. One must be conscious of what is going on around them to recognize and seize the opportunity for participation.: these involve the following

Communication has a deep influence on many aspects of rural development:

*1. Social change*

- When communication channels are opened up, individuals in the lower socioeconomic classes can gain status in a rural community.
- Literacy takes on a far more significant role in the daily life of a person and becomes the aspirations of many.
- Communication helps to transfer influences from age and tradition status to acknowledge and ability.
- Communication forces the traditional village and rural areas leaders to acquire knowledge of new techniques and other relevant information in order to retain their status and be able to compete with others.
- It explains change and helps rural people to find new norms during rapid change.

## 2. Politics

- Advantage of many sociopolitical opportunities and achieve power and political status.
- Motivation of traditional leaders, traditional leaders raise their level of acquired knowledge.
- Rural people to recognize their share and their importance in the power structure of the region.
- National coordination. Bringing together people of various sects, communities, language, religion background and culture to form a unified community or nation.

Evolutionary changes and new world order, ushered in new forms of communication and the way people communicate with others and the environment. According to Fourie (2001) the growth of ICTs (Information and Communication Technology) holds many promises for economic and social development. If managed in effectively they carry within them the danger of a growing gap between developed (first World) and developing (Third world) countries and between the rich and the poor.

According to Lesame (2005) the term “digital divide” refers to the gap between the access of individuals, households, organisations, countries and regions at different socio-economic levels to ICTs and internet usage. The digital divide not only refers to the gap between the affluent, urban “haves” and the impoverished, rural “have-nots”, but also to the digital and ICT chasm between the African continent and the developed world.

People who live in urban areas- in developing countries- have easy access (which they can afford) to ICTs such as computers, facsimile machines, telephone service and internet service, as well as ICT training relevant for job hunting and for tracking a wealth of information from the internet (Lesame. 2005).

There is a high level of illiteracy in the North-West Province, particularly in areas under study. The introduction of ICTs will benefit them, but the problem will be their introduction. We would not want to see a situation where they create division and increase the illiteracy level, if people in rural areas do not know how to utilize them. The introduction of computers as channels of communication has created a gap between those that can afford and those that cannot afford.

## **4.2 CONCLUSION**

With the respondents indicating that they have no knowledge of the existence of the established GCIS (which is supposed to be the leader in coordinating communication processes), it seems that a lot of work needs to be done. The respondents also indicated that the government is doing enough even though directors interviewed indicated otherwise. Recommendations are discussed in the next chapter.

## CHAPTER 5

### 5. INTRODUCTION

In discussing and making recommendations for the study, the objectives and assumptions will be discussed individually so that each can be assessed and analysed in relation to the present status within the Government Communication in the North West Region.

#### 5.1 DISCUSSION

The objectives of the study were:

##### *Objective 1*

- To establish the extent of the relationship between Government Communication and the public.

The Directorate of Provincial and Local Liaison (PLL) is responsible for the coordination and facilitation of all Development Communication work aimed at providing government information and service to citizens of South Africa to better their lives and promote development. One of the leading approaches in providing such useful information and service is through the establishment of MPCCs, that are being rolled out in especially rural and under-serviced areas. The the MPCC around the Mafikeng District is located in Ratlou Local Municipality (Tshidilamolomo Village). The centre is not yet officially launched but services such as Health, Home Affairs and Social development, to mention a few, are offered.

As indicated earlier the MPCC mentioned above is located approximately 40km outside the Mafikeng Central Business District. So far there is nothing established within the areas under study. The general idea is to bring the government closer to the communities, particularly essential government business. In so far as this is concerned it is not yet a reality.

Another problem is that people do not receive information about these MPCCs and this is evident from the fact that the GCIS Provincial Director, indicated that presently we do not have a MPCCs and 80.5% of the respondents indicated that they do not have MPCCs (As indicated earlier the only centre is in the Montshiwa rendering Health related issues and nothing in Motlhabeng village). This illustrates the fact that relevant messages and information is not relayed to the public. The GCIS was established to facilitate dissemination of government information or information held by state personnel which is the right protected by the South African Constitution.

The results of the present study herein indicate that there are no/lack of channels or inability for government to communicate with communities. This creates confusion and disadvantages the communities by not providing them with relevant information to make decisive decisions. It's the right of the people to know what they need to know and participate in their own development.

It is further highlighted in the 2005 Communication Handbook acts that Binds government to disseminate information. Municipal Structure Act, 1998 (Act 117 of 1998), Local Government Municipal Systems Act, 2000 (Act 32 of 2000), the Promotion of Access to information Act, 2000, and the Constitution of South Africa, 1996, places an enormous communication challenges to the transformation of local government's commitment to transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.

Meaningful communication is about getting information out to a particular audience, listening to their feedback, and responding appropriately. Whether discussing a development project or broader economic reforms- from health, education or rural development to private sectors development, financial reform or judicial reform- the idea is to build consensus through raising public understanding and generating well-informed dialogue among stakeholders ([www.web.worldbank.org](http://www.web.worldbank.org))

Ideally MPCCs are placed where all the above mentioned could take place, but as indicated, all of these might not be realized if the roll-out plan for the centres is not accelerated. As it was mentioned by Mr Mofokeng that phase 2(2006) is now in progress and will be incompleton by 2010. Mr Mathebula indicated and highlighted lack of capacity on the part of municipalities and lack of communication units as challenges which would hamper progress.

According to the South African Year Book 2002/3, the GCIS strategic objectives are to ensure that the voice of government is heard;

- To foster a more positive communication environment;
- To have a clear understanding of the public information of government communication needs;
- To promote interactive communication between and the publics; and
- To set high standards for government communication.

In her address at the launch of the Language Portal in Johannesburg 24 November 2003, the Minister of communication, Dr Ivy Matsepe-Casaburri said "This is part of our effort to use information and communication technologies (ICTs) to bridge the digital and knowledge divide and to ensure that our people can access information that can shape their lives in the language of their choice. In this way, we are trying to encourage greater use of ICTs by the majority of South Africans. We are bringing our people closer to the language of ICTs by presenting information in the language of our people". MPCCs are centres that are supposed to facilitate the introduction of these information technologies

As highlighted, it will be really problematic is the introduction and implementation without properly teaching the communities the importance and usage of technologies. This is where monitoring processes could be implemented, thus creating an intervention strategy and creating a conducive environment for the introduction of such technologies.

The 2005 Communication handbook indicates that the role of the MPCCs provide access to and awareness about government information and services. The purpose of such access is to improve people's lives by providing useful information. Operational MPCCs are intended as a base for programmes and information campaigns, izimbizo, raodshows, distribution campaigns and community meetings. Once an MPCC is launched, the vision is for government departments to add value to centres through intensifying their campaigns and services.

This will be a move from government to take their services closer to the people. The move is that all essential government departments should be represented in these centres and its GCIS's role to establish these MPCC. As the Chief Director, Monama said that the GCIS's role is to shorten the distance between government and people, people in rural areas need access to government services and/or government.

The corporate strategy April 2004 – 2007 charges the GCIS with providing leadership in government communication and ensuring better performance by the communication system. The GCIS must take responsibility for ensuring government is communicating interactively with the public and for the communication of government's vision and approach to broad areas. The GCIS needs to be at the forefront of analysis of the communication environment so that it can identify initiatives to be taken in enhancing the work of government and is also able to respond effectively when required.

The results of this present study indicate that there is no relationship between the government and the people. The envisaged relationship is only seen through what the government is saying and what the government plans to do. There is a serious problem at government implementation level. There are many interventions strategies that are highlighted by the government but at the end all these are not realized because the government does not operate like a system.

The system approach regards the organisation as a whole (system), which is made up of separate parts, each of which has a relationship to all other parts and to the environment in which the it exists. All the system parts are dependent on one another in the performance of organisational activities. Any change in one component inevitably affects the other system components (Steinberg 2001).

She further stated that to maintain links with the environment, to adapt to changing circumstances (hence one of the criteria of development communication is responsiveness), and to function rationally and efficiently, organisation require information. Communication is the critical element in the processing of information because information that does not reach its destination serves no purpose.

In a sense, the results also indicate that there are no links between the government and the communities, the MPCCs that are highlighted as an initiative of government to be closer to the people have not yet been realized, the idea of also utilizing existing infrastructures is also not yet

realized. Regarding the relationship between government and the community, we could say the relationship exists on paper. This brings us to the second objective, evaluation of existing government involvement in rural development.

### **Objective 2**

- To evaluate the existing involvement of GCIS in rural development around Mmabatho / Mafikeng region, Montshiwa and Motlhabeng; and

In an Article by Chris Paterson posted on the web site of The Museum of Broadcast Communication, entitled "Development Communication" it is stated that Development communication is an organised effort to use communication processes and media to bring social and economic improvements.

Paterson further indicates that there are three common types of development campaigns:

- Persuasion, changing what people do;
- Education, changing social values; and
- Informing, empowering people to change by increasing knowledge.

Paterson emphasises that the third approach is now perceived as the most useful. Instead of attempting to modernize people, contemporary efforts attempt to reduce inequalities by targeting the poorest segment of society, involving people in their own development, giving them independence from central authority, and employing "small" and "appropriate" technologies.

It is indicative in the lack of presence of government in the two communities and by large many communities around the district that there is nothing really to evaluate, since there is no evidence of any involvement existing in the villages understudy. Evaluation involves looking at the successes and failures of projects and regarding MPCCs in these areas there is nothing to evaluate. Evaluation and Monitoring has become a government cliché, everyone talk about it but it's never done or people do not know what is expected or what it involves.

According to the 2005 Communicators' Handbook, the need to practice Development Communication is because of the lack of co-ordinating communication structures at local government level has impacted negatively on the quality of communication efforts within the local government and on the effective and efficient communication of government service-delivery initiatives aimed at improving the quality of life of the citizenry.

The handbook states that the MPCCs have been identified as vehicles through which all government communicators can reach communities. It also emphasises that the Development Communication approach is wider than the MPCC initiative and drives the service and information delivery approach used by a number of government departments.

In communication, feedback is the most important component of the communication process, since it provides us with information from the environment that can be used in organisation to function rationally and efficiently.

The responsiveness can be realized by communication officers if they develop channels to gather information from the environment and use it to their advantage in aligning projects in accordance with the needs of the community. This is a bottom-up approach to organisation communication and it would help in improving the relations between government and the public and assisting in evaluation and monitoring of developmental projects (MPCCs).

**Objective 3**

- To develop the ways and measures to improve relationships between the Government and the Communities.

The Benefits of the MPCC on the community are also outlined on the GCIS website. They include that the communities which were unable to obtain in the past and were unable to participate in activities that will allow for two-way communication between the government and the people are able to participate. An MPCC will also be a base from where information products and services can be sent out to all parts of the district.

It is also stated that the MPCCs will link communities to the government's distribution network thus giving people publications and products about government programmes and activities. Some specific benefits to communities include the following:

- Government information products and services right at the doorstep of communities.
- Government services, which communities have requested and

which had also been located in remote destination, are valuable.

- Government campaigns and programmes in communities.
- Training and added skills to use Information and Communication Technologies, such as the Internet, technology which can be a valuable tool in helping with local development programmes.

The Communicator's Handbook emphasises monitoring and evaluation as critical factors in the process of assessing whether the communication efforts of government are having a desired impact. The following monitoring and evaluation systems are employed:

- To ensure appropriate distribution of information at the local level and promoting the culture of responsive government
- To ensure credibility and accessibility of government information at local level.

It was stated in the Provincial Communication Strategy 2005/6 that there is a need to complement public communication with a major campaign of internal communication to inform and mobilize public servants in all spheres to fully play their part in the partnership for reconstruction and development. It requires as much emphasis on the content of government programmes and how to access them, as on the Batho Pele ethic (People first ethic).

The mobilization of public servants has to start with making public servants believe in the idea of Batho Pele ethic. They need a sense of belonging to such projects and lead in making them a success. This is emphasised by Mr Monama's comment that the communicator's forums are used by communication officers as complaints forums rather than discussing pressing issues of development and implementation of strategies.

## 5.2 FINDINGS AND RECOMMENDATIONS

It was also stated in the Provincial Communication Strategy 2005/6 that an assessment of the implementation of the Provincial Communication for 2004/5 by departments and clusters highlight serious challenges that point towards **capacity and expertise**. At the same time, implementation of EXCO resolution on reconstruction communication and aligning it with strategic and policy framework still lags behind.

One of the most critical issues in South Africa is capacity building at local level, the communicator's handbook clearly outlines its importance. "Capacity-building entails building tools, skills and support to enable councilors and officials to do their work effectively and efficiently. There is a need to create an enabling environment for structures and processes for coherent communication".

The provincial government must ensure that it has the right people with requisite skills and resources to deliver quality communication. Government needs to ensure that communication sections are staffed by properly trained and experienced personnel who understand the new government communication paradigm as well as government policies and programmes.

Problems regarding Heads of communication's Capacity have been cited as being Lack of Skills, knowledge or experience by communication personnel. These impact on the quality and effectiveness of government communication. The recruitment of government communication cadres, especially Heads of Communication must take account of the fact that communication is a strategic tool of service delivery.

Lack of competency and understanding of concepts might lead to members not being able to articulate the desired programme of action. Communication is a skill, therefore it could be a disadvantage if anyone in policy development position has no capacity.

Government cannot expect effective communication in the province if it does not appoint quality communication cadres, who are clear on communication strategies, government policies and media relations. Provincial departments must ensure that their communicators are fully conversant with the policies and programmes of their departments and the rest of government to be able to contribute meaningfully to governance (Strategic and Policy Framework: 2005)

**The Office of the Premier shall be charged with the responsibility of facilitating a regular review of recruitment criteria for communication cadres and identify key competencies that all government communicators must possess.**

The statement suggests/charges that the Office of the Premier will be reviewing recruitment. Clearly this shows that the Premier's office has not been entirely and effectively executing its mandate regarding this issue.

**Recommendation:** To eliminate the problems of lack of capacity and expertise, only candidates with qualification should be employed, especially in the case of Head of Clusters and Directors (Communication). For those that are already employed, an intensified skills development workshop should be undertaken.

Two weaknesses that were identified in the Communication Strategy are:  
A trend amongst communicators, to take communication platform of political principals, instead of communicators playing their correct roles of facilitators, that enable political principals to articulate the policies and programmes of their department. A tendency amongst communicators turning communication units, into advertising agencies.

Mr Cornelius Monama Director of Communication (Premier's Office) confirmed that the Provincial Communication Forum is supposed to be the centre where coordination of government's communication programs

takes place. They meet once a month, the purpose is to ensure that the province communicates in one voice and relays consistent messages. The problem, which he pointed out, was that it turned out to be a complaints forum, where other communicators express their complaints towards their principals.

**Recommendation:** A crash course on Organisational Communication should be developed for political principals in order to show them the importance of their communication office. This will eliminate the tendency of communication officers limiting themselves to being reactive damage controllers rather than becoming proactive and developing their own initiatives.

It is outlined in the Strategic and Policy Framework (North West) 2005 that to be Proactive, government needs to develop “early warning systems”. This will enable timeous development of a pro-active communication strategy as well as help government to move away from a crisis-driven communication management.

It is also outlined in the Strategic and Policy Framework (North West) 2005 that the government must give particular attention to the MPCC programme as part of the strategy to bring government closer to the people. People prefer to visit one centre in a district where they can access all government information and service that affect their lives. All key delivery departments must participate actively in the MPCC programme.

In policy documents of the MPCCs initiative it is stated that the approach aims to optimise establishments where communities congregate or frequently meet to obtain services and information with the idea of supplementing their communication capacity, thus minimizing costly construction and staffing. These should therefore be the nucleus of the intended community centres, which provide multipurpose services. It also states that research has indicated that schools, libraries, churches and clinics are such places where communities frequent ([www.gcis.gov.za](http://www.gcis.gov.za)).

**Recommendation:** Optimise establishments where communities congregate or frequently meet to obtain services and information with the idea of supplementing their communication capacity in Montshiwa and Motlhabeng. These areas do have schools and clinics, they should be utilized as MPCC.

### 5.3 CONCLUSION

Mr Monama said that government communicators in the North West Province are faced with a number of challenges. Key among these are:

- lack of expertise, especially in the new government communication paradigm;
- uneven appreciation of the strategic value of communication within government;
- lack of standard guidelines; and
- lack of integration, co-ordination and synergy.

One of the major challenges the provincial government must confront is to develop a coherent and co-coordinated approach to government communication. Effective management of integrated government communication is one of the ways in which the notion of co-operation governance and “one government” can find concrete expression (Strategy and Policy Framework: 2005).

As society becomes more and more complex- as the members of the society become more and more preoccupied with their own individual pursuit and development – they lose ability to identify with and feel themselves in community with others. Eventually they become a collectivity of psychologically isolated individuals, interacting with one another but oriented inward and bound together primarily through contractual ties ( De Fleur and Ball-Rokeach 1989).

This is a summary of Auguste Comte, Hebert Spencer, Ferdinand Tonnies and Emile Durkheim’s theories of the emergence and the effects of Mass Society. It is quite relevant today as we see that our leaders are only concerned with their own development and not the development of the entire community. This is a reality we are facing today as a nation, a preoccupation of individual development.

In the province we are faced with ideal versus real situations, everything outlined in policy framework are desired situation and the reality is that there are problems with the coordination of government activities. With only four MPCC in the province and one more than 40km away from the Central Business district shows that government has not yet reached the people. Employment of unqualified candidates only compounds the problems already stated.

Ideally/theoretically, there are channels of communication between the government and communities but in reality they are not properly utilized and managed. Rural development is a process that needs coordination and commitment from all the stake holders for communities to benefit from.

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[www.google.com](http://www.google.com)

<http://www.museum.tv/archives/etv/D/html/developmentc/developoment.htm>

<http://en.wikipedia.org/wik/Role>

[www.web.wordbank.org](http://www.web.wordbank.org)

## Appendix A

### COMMUNITY QUESTIONNAIRES

The questionnaire below is designed to find out about the service by your local post office and the role played by the Department of Government Communications and Information System in the development of rural areas. The information is confidential and you are therefore not required to write your name anywhere on the sheets provided.

✓ Tick inside the square on the relevant answer

#### DEMOGRAPHICS

##### 1. AGE

18 – 25	<input type="checkbox"/>
26 – 32	<input type="checkbox"/>
33 – 40	<input type="checkbox"/>
41 & ABOVE	<input type="checkbox"/>

##### 2. GENDER

MALE	<input type="checkbox"/>
FEMALE	<input type="checkbox"/>

##### 3. OCCUPATIONAL LEVEL

STUDENT	<input type="checkbox"/>
EMPLOYED	<input type="checkbox"/>
SELF-EMPLOYED	<input type="checkbox"/>
OTHER (PLEASE SPECIFY)	<input type="text"/>

##### 4. RESIDENTIAL AREA

MONTSHIWA	<input type="checkbox"/>
MOTLHABENG	<input type="checkbox"/>

##### 5. DO YOU KNOW THE ROLE OF GOVERNMENT COMMUNICATION AND INFORMATION SYSTEMS [GCIS].

YES	<input type="checkbox"/>
NO	<input type="checkbox"/>

##### 6. IF YES WHAT SERVICES DO THEY OFFER YOUR VILLAGE

i. AT THE SCHOOLS

\_\_\_\_\_

ii. AT THE TRIBAL OFFICE

\_\_\_\_\_

iii. AT THE PENSION PAY-OUT

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iv. OTHER

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**7. DO YOU HAVE A MULTI-PURPOSE COMMUNITY CENTRE OR A GOVERNMENT COMMUNITY CENTRE IN YOUR AREA?**

YES	
NO	

**8. IF YES, WHAT SERVICES DO THEY OFFER?**

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**9. WHAT ARE YOUR GENERAL COMMENTS REGARDING GOVERNMENT'S INVOLVEMENT REGARDING THE DEVELOPMENT OF YOUR AREA?**

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## Appendix B

### INTERVIEW QUESTIONS

1. What is the core mandate of the Government Communication and information systems?
2. How far has the department progressed in its policy-making objectives;
  - To ensure the development of information and communication sector; and
  - Their accessibility to all
3. The department 's mission is to ensure that the publics are informed of government 's implementation of its mandate- what are the channels used for such dissemination?
4. The department's strategies and objectives are to have a clear understanding of the public's information needs and of government to what extent have they achieved this?
5. One objective is to promote interactive communication between government and the publics- has this been achieved and to what extent have they achieved this?
6. The Government Community Centres (GCS) and Multi-Purpose Community Centres (MPCCs) are critical elements of government communication – what are the success of these centres, are they established in areas under study.
7. What are the services offers in these Community Centres?