Communication Tools Used by Municipalities to Communicate with External Stakeholders. A Case of King Sabatha Dalindyebo Municipality (KSD)

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DECLARATION

I, **Lethu Fuzile,** declare that the dissertation entitled "Communication Tools used by Municipalities to Communicate with External Stakeholders. A Case of King Sabatha Dalindyebo Municipality (KSD) is a result of my own investigation and research. It has never been conducted nor submitted in part for any degree at any other institution. All sources have been duly acknowledged.

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ABSTRACT

South Africa has experienced an increase in service delivery protests during the last decades. Ineffective communication tools are considered, inter alia, the factors fuelling these protests. The most important function of this study is to assess the effectiveness of communication tools used by King Sabatha Dalindyebo Municipality (KSDM) in the Eastern Cape province, South Africa. This study employed a mixed methods approach whereby a structured questionnaire was distributed to KSDM external stakeholders and an interview was conducted with the KSDM Communications Officer. The structured questionnaire was distributed to a 434 households; all the questionnaires were returned, leading to a response rate of 100%, and a sample size of 434. The Cronbach's alpha score of the test items was 0.979 which exceeds the recommended Cronbach's alpha of 0.700, indicating high reliability and internal consistency.

Interpretation of findings in this study revealed that 32% of respondents felt that council meetings were the most common channel used by the community to communicate with the municipality, while the municipal website was hardly utilised (0.2%). Managerial implications for municipal communication managers is ongoing evaluation of the relationship of the municipality's communications with the public. The study contributes to the field of academia regarding effective communication in municipalities and improving the municipal effectiveness of policy-making processes in community interventions.

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CHAPTER 1: INTRODUCTION AND MOTIVATION OF THE STUDY

1.1 Introduction

"South Africa has experienced a sharp increase in the number of service delivery protests over the past decade" (Alexander 2010). According to Carothers and Youngs (2015), poor communication and criminal elements are the major factors fueling the protests. "Even though there are many studies done on the nature of organizational communications, and government communications at the state and provincial level, there is insufficient research done reconnoitering government communications and the tools used by the local or municipal level to communicate with stakeholders" (Graham and Avery 2013).

This study seeks to better understand the relationship between the nature of communication tools and practices employed by municipalities and the nature of the relationships that municipalities establish and maintain with their constituencies. The study is motivated by a number of disputes that have taken place between municipalities and their constituencies, often manifesting in service delivery protests. These common occurrences suggest that there may be some form of communication breakdown between municipalities and their constituencies. The study therefore takes a case study approach with a focus on King Sabatha Dalindyebo Municipality (KSDM) (in Mthatha) in an attempt to understand the nature and communication practices that prevail.

This chapter presents the research problem and aim as well as the purpose of this research. Also found on this chapter is the methodology, scope and limitation. It further highlights the structure of the dissertation, and concludes with a summary of the chapter.

1.2 Background of the Study

"South Africa has one of the uppermost rates of public protests in the world" (Alexander 2012. Although there are countries with higher levels of protest like China (Alexander 2010), those protests are more about freedom of expression while the protests in South Africa are about service delivery. Even though there have been protests in South Africa since the 1970s, "the rate of protests increased in 2012 and it is stated that there were 540 protests in the province of Gauteng between 1 April and 10 May 2013. In February 2014 it was stated that there had been nearly 3 000 protest actions in the last 90 days – more than 30 a day– involving more than a million people" (Khale and Worku 2013). In September 2013 the police reported that they had "made more than 14 000 arrests at protests in the past four years" (Lombard and Du Preez, 2014).

The KSDM has not been spared these protests (King Sabata Dalindyebo [KSD] Municipality, 2010). The KSDM is one of the seven local municipalities located within the Oliver Reginald (OR) Tambo District Municipality in the Eastern Cape province. It comprises four amalgamated entities of Mthatha and Mqanduli Transitional Local Councils (TLCs) and Transitional Representative Councils (TRCs). During the year 2000, the City of Mthatha and Mqanduli Municipality were amalgamated to form the KSDM. The KSDM consists of 32 municipal wards. The municipality is named after the AbaThembu king Sabata Dalindyebo in whose kingdom the entire municipality is located. The name was given to honour the king for the key role he played in the liberation struggle of South Africa (KSD Municipality, 2005). Mthatha TLC was established in terms of Proclamation 2/95, Provincial Notice No. 44 of 1995 whilst Mqanduli TLC was established in terms of Provincial Proclamation 89/94 Provincial Notice No. 29 of 1994. In terms of the IDP of KSDM (2005), the KSDM is demarcated as a municipal area indicated as EC 152 in the Provincial Notice 194 of 2000 published in the Provincial Gazette No. 628, 2000, and by the Provincial Notice No. 83, 2000, issued in terms of Section 12 of the Local Government Municipal Structures Act of 1998 which appeared in the Eastern Cape Provincial Gazette No. 654, 2000.

"One of the Civil Society Organizations (CSOs) most actively involved in service delivery protests is Abahlalibase Mjondolo also known as AbM or the red shirts which is a shack-dwellers' movement in South Africa known for its demonstrations against removals and for public housing" (Pithouse 2008). "This drive came out of an organised from the Kennedy Road shack settlement in the city of Durban in early 2005 and now also operates in the cities of Pietermaritzburg and in Cape Town" (Zikode 2008). What is interesting in the protests now is how they have evolved from single and isolated cases mainly dealing with issues of transformation to the more increasing protests looking at issues of service delivery and a general dissatisfaction among the populace on the pace at which the government is rolling out services.

Nleya (2011) catalogues a number of the essential causes for protests in South Africa and argues that of late, protests in South Africa have largely been about service delivery. According to Nleya (2011), grievances vary from protest to protest and from community to community, but all these grievances are issues linked to service delivery, whether it's housing, water and sanitation or electricity problems. Nleya goes on to say that other grievances are rooted in dissatisfaction with municipality personnel; they tend to be unresponsive to citizen needs whether regarding communication or service delivery.

Ballard *et al.*(2005) detail a comprehensive framework for positioning social actions in post-apartheid South Africa. Ballard *et al.* (2005) assert that "South African democratisation coincided with its increasing economic, social and political engagement with the rest of the world. One of the key effects of this has been massive job losses and resultant increases in poverty and inequality". This created some movements determined by poverty that are getting worse each passing day, with protests addressing both labour issues and consumption issues. The authors go on to argue that "with the failure of the post-apartheid party political system to produce opposition to the left of the African National Congress (ANC), social movements in the form of service delivery protests provide an important counterweight to promote the needs of the poor in politics". According to Hart (2002), the advent of globalisation has compounded the problem of protests as communities compare their situation with those prevailing elsewhere.

The problem of service delivery protests is so important that it warrants research because of two key reasons. First, the protests are often accompanied by violence and destruction of property which compounds the crime problem in South Africa. Secondly, the research is necessary in that protests often mean dissatisfaction, which is important considering the extensive resources being committed towards service delivery.

1.3 Research Problem

Due to the many service delivery protests happening in the KSDM, the researcher wants to address the flow of the communication practices that exist between KSDM and the community that it serves.

The outcomes of an investigation regarding KSDM service delivery contests highlighted the following challenges:

> Lack of capability; lack of finances resources to bring about service delivery strategies within the municipality; lack of equipment and infrastructure backlogs; poor involvement of sectors and departments in the municipality programmes; fraud and favoritism in giving out tenders to family members and friends; tender recipients who are not capable to carry out the given tender; and unbalanced political and administrative leadership, among others (Gwayi 2010: 92, 100).

These conclusions resonate with what is written in a paper by Institute of Democracy in South Africa 2010 (IDASA) on the State of Local Government and Service Delivery in South Africa, highlighting that a "substantial number of municipalities do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people."

1.4 Research Objectives

- Identify the existing communication tools and practices.
- Determine the extent to which communication tools and practices facilitate effective communication.
- Identify the strength and weaknesses of communication tools and practices of the King Sabatha Dalindyebo Municipality.

- Ascertain views and experiences of the community with regard to interactions with the municipality.
- Formulate recommendations to strengthen the existing communication tools.

1.5   Research Methodology

1.5.1   Research Design

A mixed methods research design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research and methods in a single study to understand a research problem.

The study consisted of a mixed methods approach since the researcher used both quantitative and qualitative methods. From a quantitative perspective, the study relied on questionnaires which consisted of closed and open-ended questions. From a qualitative perspective the study relied on one interview that was conducted with the communications department within the KSDM. Supporting the goals of this research, questionnaires were conducted with members of the community served by the KSD municipality. The questionnaires allowed the researcher to interrogate the question of how the KSD municipality communicates with the community and whether the various forms of communication are adequate and effective. An interview was conducted with one staff of the KSD municipality within the communications department to determine what mechanisms and communication channels they have in place to interact with the community. The document analysis sought to determine what policies and guidelines are in place with regards to communication with the community.

1.5.2   Target Population

The KSD local municipality services an area of 3 027 km^2 with a population of approximately 451 710 (The Local Government Handbook, 2014). Nearly all of the inhabitants reside in rural areas. The majority of the inhabitants (59%) consist of people between the ages of 15 and 64, while 39% of the inhabitants are below the age of 15 and 5.10% are over the age of 65. The study focused on individuals aged between 18 and 65 years.

1.5.3 Sampling Method/Size

For the questionnaires, the intended sample size was four hundred participants in four areas around the KSD. One hundred participants were chosen in Mqanduli because this is the least developed area in the municipality. One hundred participants were chosen in Ngangelizwe which is an informal settlement. The area comprises a diverse mix of individuals in terms of socio-economic status. This settlement has also been plagued with many service delivery protests (Carothers and Youngs 2015). Another 100 were chosen in Mandela Park and the last 100 were chosen in Zimbane location because these areas are better developed than the other areas. These participants were selected through the randomised stratified sampling method, more specifically systematic random sampling. One household was selected randomly then every fourth house after that. However, the final number of questionnaires returned was 434 so that was the final sample size.

For the interviews, the researcher relied on judgemental or purposive sampling. The interview was conducted with the communication personnel at the municipality.

1.5.4 Measuring Instrument

The research employed two measuring instruments, a questionnaire and an interview schedule. To be certain that data collected was consistent, a set of questions were used to guide the interviews. Knowledge collected in the course of the interviews was used to develop a questionnaire. The questionnaires were then distributed to a total of 400 participants in the four areas mentioned above.

1.5.5 Recruiting Process and Data Collection Method

Data collection is obtaining useful information on key quality characteristics produced through a process. Johnson and Turner (2003) state that "primary data is information collected firsthand." The data collection methods employed in this research were an interview and questionnaires. These served as the primary data collection method. The interview was conducted with the Communications Officer

in the KSDM. A total of 434 questionnaires were distributed to the public and the researcher went from door to door with assistants to distribute questionnaires.

1.5.6 Data Analysis

Primary information derived from the interviews and questionnaires, in addition to secondary information derived from the policy documents, was analysed and used for the suggestions and conclusions. The Statistical Bundle for the Social Sciences (SPSS) was utilised in analysing information from the questionnaire. Bryman and Crammer (2011: 21) argue that

> when a researcher uses the SPSS analysis program, the researcher is able to analyze quantitative data quickly and in many different ways, eliminating long hours spent on scores, carrying out calculations and making inevitable mistakes that occur while such calculations are carried out.

Data from the interview was transcribed and analysed using thematic coding processes.

1.5.7 Pilot Testing

A pilot questionnaire was conducted "to check whether it [was] meaningful to the respondents. It was also used to verify whether the questions asked were appropriate for highlighting the quality attributes and whether there was a smooth sequence of the questions from start to finish" (Sekaran 2003: 63). This questionnaire was rejected by 20 participants under the KSD municipality, who were then not included in the sample who answered the final questionnaire.

1.5.8 Validity and Reliability

"Reliability is used to check whether the data collection and analysis were to generate the same results on other occasions or were other observers make similar observations and arrive at the same conclusions from the raw data" (Saunders, Lewis and Thornhill 2007: 149). The research instruments were an interview schedule and a questionnaire. To ensure validity of data, questionnaires were translated to IsiXhosa so questions could be better comprehended. Also,

assistants were asked to further explain each section of the questionnaire. The researcher requested that respondents be brutally honest about their views without any fear or bias. To ensure accuracy of data, a pilot test was conducted with the valid respondents, and participants filled in the questionnaires under supervision, so to ensure that they comprehended the questions. "Validity is the degree to which the research findings accurately represent what really occurs in a situation" (Brewer 2000). To improve the flow of information from this study, secondary data was acquired from policy documents within the municipality and other municipalities.

1.6   Structure of the Dissertation

This dissertation is structured as follows:

CHAPTER 1: Introduction.

This chapter demarcates the sphere of research and offers the significance, scope and limitation of the research topic. It highlights the aim and objectives and provides a summary of the whole research.

CHAPTER 2: Literature Review

This chapter presents existing literature on communication practices and government.

CHAPTER 3: Research Methodology

This chapter details the various methods and techniques used to conduct the study namely, the research approach, data collection method, target population, sample size, sampling strategy, and reliability and validity of the study.

CHAPTER 4: Presentation and Discussion of Findings

This chapter constitutes the presentation of the statistical results of the questionnaires and interviews conducted. The findings are discussed and analysed in relation to the study's objectives.

CHAPTER 5: Conclusions and Recommendations

This chapter draws conclusions based on findings. It also makes recommendations based on the aim and objectives of the study.

1.7   Summary and Conclusion

Chapter 1 focused on setting the scene for this research by providing a background of the study, research problems, aim and objectives, importance of the research, research method as well as scope and limitation. The subsequent chapters will include a Literature Review, Research Methodology, Presentation and Discussion of the findings, as well as Conclusions and Recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter presents an evaluation of relevant literature. It also gives insight on what other authors have written about regarding effective communication and delves into some theory and models. This study focuses on the two-way symmetrical communication model expounded in Grunig's Excellence Theory on Public Relations, and participatory communication. Furthermore, this chapter will give a brief background about the municipality, the communities served by the municipality, and the importance of communication between local municipalities and stakeholders.

The importance of effective communication between government and its constituencies, particularly in a democratic set-up, is well noted in the literature (see Fairbanks, Plowman and Rawlins 2007; Mpehle 2012). From a communication perspective, government or extensions thereof such as local municipalities, have the responsibility of facilitating two-way communication between themselves and citizens. "There are numerous theories and models of communication, however, among the most applicable in the context under investigation is that of the two-way symmetrical model encompassed in Grunig's Excellence Theory of Public Relations" (McQuail and Windahl 2015). According to Doorley and Garcia (2011), "Excellent Public Relations is a set of attributes and practices that help to build quality, long-term relationships with constituencies. The two-way symmetrical communication model suggests that both parties engaged in communication should attempt to understand the other's point of view to develop mutual understanding." In addition, this perspective advocates for a willingness on the part of "the organization to listen and respond to the concerns and interests of its key stakeholders" (Bardhan 2011).

Since this study centres on the effectiveness of communication tools and practices of a municipality, we will begin with a discussion on government communication.

2.2   Government Communication

There has been some disagreement on the meaning of government communication. The term differs significantly from author to author, starting from its organisation with all types of political activity to a really particular focus on one restricted kind of activity, for example, political advertising. However, suffice to say, "the consequences of the definition adopted greatly affect the conclusions reached pertaining to the growth and spread of communications activity and its impact" (Howlett 2009). According to Mukhudwana (2015), "government communication can be thought of as a generic name for a wide variety of a specific type or category of governing instruments", ones which typically draw upon what Tshandu and Kariuki (2010) call "nodality or the use of government informational resources to influence and direct policy actions through the provision or withholding of information or knowledge from societal actors." Thus, in Tshandu and Kariuki's observation, "most government communication tools can be seen to primarily involve the use of information based policy tools which function as they do because of the position the government occupies in public systems and sub-systems."

Covello, McCallum and Pavlova (2012), define government communication as all the activities of public sector institutions and organisations that are aimed at conveying and sharing information, primarily for the purpose of presenting and explaining government decisions and actions, promoting the legitimacy of these interventions, and defending recognised values and helping to maintain social bonds.

This perception permits the researcher to better describe and classify the variety of communication methods practiced by governments on this area, to expose patterns of their use, and to start to comprehend why these patterns exist.

2.2.1 Purpose of Presenting and Explaining Government Decisions and Actions

According to the local government white paper (1998), productivity and improved service delivery are the primary reasons for presenting and explaining government decisions and actions to stakeholders, because if government presents its plans to the stakeholders, they have an obligation to follow that decision through and not leave it until citizens start complaining and making protests.

2.2.2 Defending Values and Maintaining Social Bonds

According to Pavlova (2012), local government is known for bringing service delivery to people and this definition emphasises that government should maintain this at all cost thereby defending the values that they stand for as government, communicating regularly with citizens and bringing services to people.

Jensen (2016), in his report on government communication, highlights the importance of openness. He says it is the winning formula in communication between government and local stakeholders. He goes on to say communication should be more direct, unmediated, genuine and the use of relevant communication channels is encouraged at all times. Jensen (2016) argues that some of the reasons why there are challenges in government communication is that government focuses mainly on media and what media think about them rather than focusing directly on the public and what the public needs. Kettl (2015) agrees with Jensen (2016) saying that government cares more about how newspapers and the internet portray them in the eyes of the public, than caring about what the public want and delivering on the promises they have made to the public.

On the issue of openness, Kettl (2015) adds that transparency is a contributing factor that encourages effective communication. Ball (2009) states that governmental transparency comprises

> legal, political, and institutional structures that make information about the internal characteristics of a government and society available to actors both inside and outside the domestic political system. Transparency is increased by any mechanism that leads to the public disclosure of

information, whether a free press, open government, hearings, or the existence of nongovernmental organizations with an incentive to release objective information about the government.

Netshitombon (2012) also supports transparency in government communications and mentions three purposes for transparency: "providing essential information to publics, increasing public participation, and holding organizations accountable." These three purposes are reflected in Iosifidis's (2011) definition of transparency: "transparency is the availability of information on matters of public concern, the ability of citizens to participate in political decision-making, and the accountability of government to public opinion or legal processes".

Roberts (2008) came up with certain recommendations on how government can be more open and transparent with the public. The author says that government should involve traditional media more in order to engage with the public. Media like newspapers, regional radio, television, as well as visits to the regions by the ministers, are very important because the ministers will get a sense of how the public feel.

Roberts (2008) goes on to say that in London they revised new ways of engaging the public which consisted of two visits a year from the minister and monthly press briefings. In these briefings the floor was open to the public to ask the minister anything that concerns their municipality or government. This two-way communication proved to be very good for the London government, Roberts (2008) concluded.

As discussed by Roberts and Balkin (2008), participation and transparency are vital for any municipality to communicate effectively with external municipalities.

2.2.3 Importance of Government Communication

According to Iosifidis (2011), sharing information, eliciting views, opinions and effectively involving people in government planning, decision-making, and service delivery is an important aspect of government communications. Iosifidis (2011) believes that if the government actively involves the public in every decision they take as the municipality, it will effectively limit disputes between the municipality

and public and possibly lower the protests, which are most likely to be caused by poor or little communication between the municipality and the public.

"Government is obliged to inform the citizens about the daily happenings of the municipality and the government must have a plan in place on how to disseminate information in order to reach everybody that the municipality serves" (Njenga 2009). From the government's perspective, the media has a number of opportunities regarding in government communication, and, in the process, can influence public opinion. The government is obligated to tell the residents about its agenda and policy solutions and in return government must be open to suggestions from the public. According to Pepinsky, Pierskalla, and Sacks (2016):

> The media due to their range and size of audience are the most effective channels of transmission. Second, through constructing the political reality that is visible for the citizens, and that shapes people's daily contact with politics, they create the symbolic environment for political participation and the political discourse. The media not only serve as links between the government and the citizens. Politicians, bureaucrats and policymakers learn about each other's activities through the media.

2.2.4 General Good Practice in Government Communication

Kealey (2017) argues that good practices in government communication focuses on dialogue and engagement. Kealey further states:

> government communication has increasingly moved towards a horizontal "two-way" communication, that allows people to be active and direct interaction through consultation and dialogue over traditional one-way information dissemination through mass media. Many past projects and program failures can be attributed directly or indirectly to the limited involvement of the affected people in the decision-making process. (Kealey 2017).

Good government practices are driven by storylines according to, Kealey (2017). Great stories about government can make a significant change in how people view the municipality.

According to Kealey (2017), "Service Delivery is a major contributor of good practice in government. Governments are now adopting "delivery" methodologies in order to ensure effective execution of priorities." Coined by Michael Barber, the "Delivery" model (also known as "Deliverology") is illustrated in Figure 2.1.
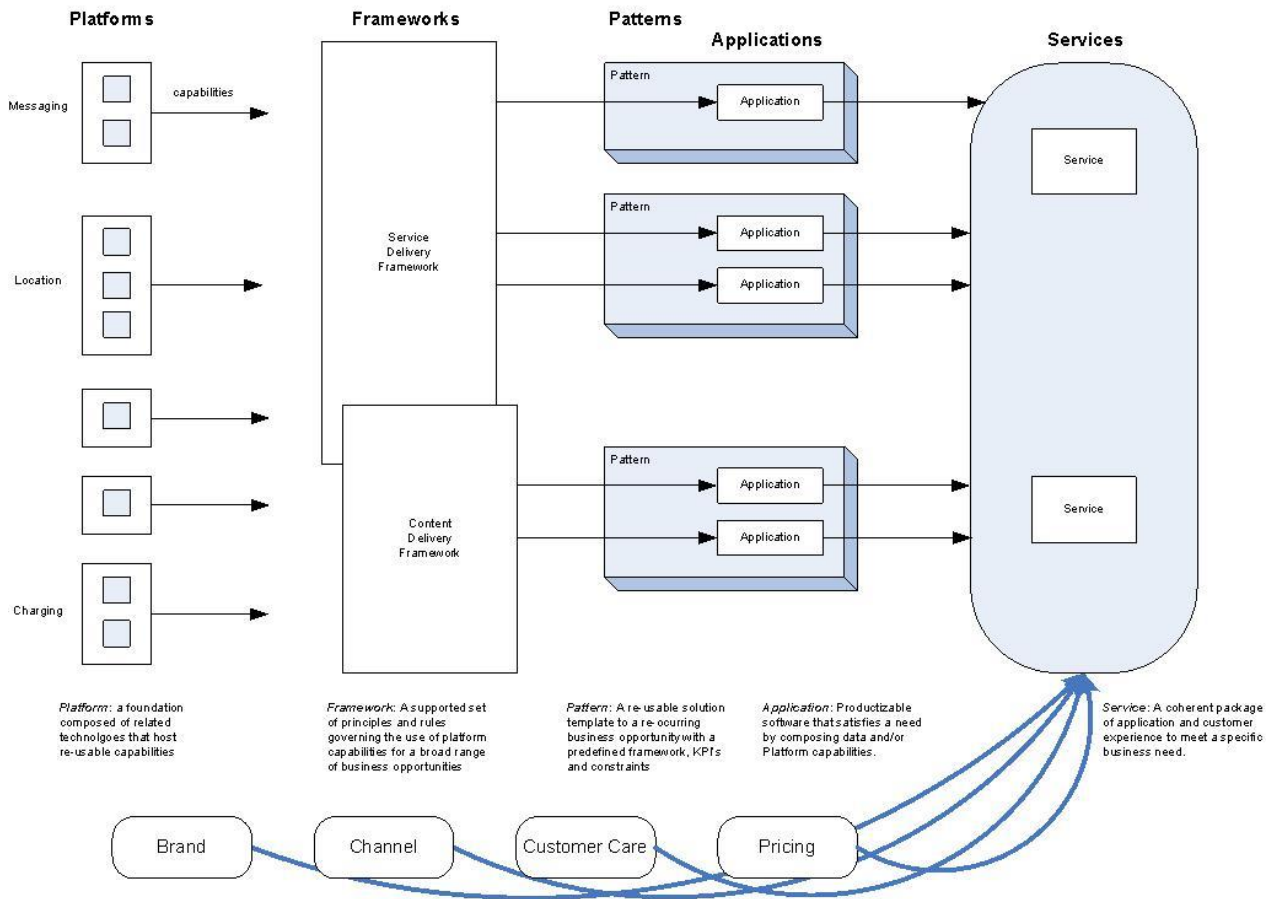
Figure 2.1: Barber's delivery model

2.2.5 Poor Government and Government Communication Challenges

Numerous reports on service delivery protests show that somewhere along the line government is somehow failing its constituencies (Hirsh 2011).

Table 2.1 shows service delivery protests from 2007 to 2011 in South Africa (Hirsh 2011).

Table 2.1: Delivery protests from 2007 to 2011

YEAR	PERCENTAGE of service delivery protests/other protests
2007	8,73%
2008	9,83%
2009	17,75%
2010	11,08%
2011	8,80%

Source: Hirsh (2011)

Hirsh argues that in all these protests the protesters cited unavailability of government officials to meet up with them when they had grievances, and lack of public participation.

The main challenge with government communications is that ideas are communicated to a few individuals and not the whole community (Njenga 2009). According to Njenga (2009), "unless people are involved, appropriate media are used and messages reflect the relevant variety of realities, communication will still remain a pipe dream." This challenge, brought about by the asymmetrical communication method currently existing, can be solved by the effective application of a two-way symmetrical communication model (Sanders, Crespo and Holtz-Bacha 2011).

In a quest to facilitate effective communication, we should not ignore the reality that language is a challenge in our municipalities. The language utilised by the government performs a very crucial function in the understanding of such communication. The current language scenario is a barrier to significant social, political and financial transformation. "This issue should therefore be dealt with taking into consideration the fact that in most instances messages are communicated through the medium of English, with insignificant efforts made to translate the information into indigenous languages." (Ndaba 2014). A practical example is KSDM; the municipality is made up of 100% blacks and yet communication with external stakeholders is in English.

The problem with using English is that most people who are being communicated with often do not understand it the communication, and it minimises the

contribution that the recipients can make in response to such communication. Therefore, to ensure that transformation takes place, there is a need for indigenous languages to play a far more prominent position than earlier, in line with constitutional provisions.

2.3   Government Communication in South Africa

2.3.1   The Government Communication and Information System (GCIS)

"The aim of the Government Communication and Information System (GCIS) is to provide a comprehensive communication service on behalf of government to facilitate the involvement of the majority of South Africans in governance, reconstruction and development, nation building and reconciliation" (Government of South Africa, 2011). The GCIS has three mandates.

> The first is to conduct communication research to provide communication advice on governance and monitor the development and implementation of government programmes from a communication perspective. The second is to inform government's communication strategy and decisions by analyzing the communication environment on a weekly, monthly and quarterly basis and conducting quarterly research on the public's communication needs. The third is to co-ordinate effective, integrated and comprehensive communication and media liaison services across government. (Republic of South Africa, 2009).

According to Bill (2003):

> GCIS intends to broaden the dissemination of information on government's programs of action by introducing additional information communication platforms and mechanisms. It will develop material that will target specific audiences, such as women and the youth, and strive to meet the requirement of the South African Languages, that all communication products are translated. Major research projects have been done to ensure that government's messages are informed by the needs of the public.

Its key objectives are to:
- Provide excellent media and communication services to government departments.

- Make Government Information Centres (GICs) and Multi-purpose Community Centres (MPCCs) critical elements of government communication. An MPCC is a one-stop centre where local, national and provincial government service will be located, as well as on-line information terminals offering various services to the common citizen. A total of 37 of the proposed 60 MPCCs had been opened by May 2003 (Pahad 2003: 2). The long-term aim (within 10 years) was to establish a one-stop government centre in every municipality in South Africa. The Batho Pele Gateway project, an initiative of the Department of Public Service Administration, will also be located within the MPCC.
- Assist in developing government media, communication and information policy,
- Ensure efficient services to the media.
- Produce information publications for dissemination to citizens.
- Integrate the international marketing of South Africa through bodies like the International Marketing Council of SA, a state-private initiative.

Between these GCI objectives, two-way symmetrical communication and public participation municipalities can facilitate effective communication as each of these contribute to effective communication (Graham and Avery 2013).

2.3.2 Local Government Communication and Service Delivery

According to Theunissen (2000) "government has three spheres, namely: national government, provincial government and local government."

"**National government** is responsible for policy formulation and making, developing, national standards and norms, and rules and regulations." (Theunissen 2000)

"**Provincial governments** include abattoirs, ambulance services, provincial planning, provincial cultural matters, provincial roads and traffic." (Theunissen 2000)

"**Local governments** take care of local government matters which include local amenities, markets, municipal abattoirs, municipal roads, noise pollution and street

trading. The Constitution declares that the three spheres of government are distinctive, interdependent and interrelated." (Theunissen 2000)

a) "Distinctive: meaning that each sphere has its own unique area of operation." (Theunissen 2000)

b) "Interdependent: meaning that the three spheres are required to co-operate and acknowledge each other's area of jurisdiction." (Theunissen 2000)

c) "Interrelated: meaning that there should be a system of co-operative governance and intergovernmental relations among the three spheres." (Theunissen, 2000)

Bekink (2006) argues that accessibility, simplicity, affordability and quality should be principles of service delivery in local government.

2.4 The Principles

Accessibility: "All communities should have access to at least a minimum level of services. This is not a goal, but a constitutional obligation." (Benkink 2006)

Simplicity: "Municipal services should not only be accessible, but they should also be easy and convenient to use." (Benkink 2006)

Affordability: "It is a given that many services remain unaffordable for many South African residents. In order to enhance quality of life, municipalities should strive to make services as affordable as possible." (Benkink 2006)

Quality: "Services should not be rendered below a certain determined quality. In this regard, services should be suitable for their purpose, should be timeously provided, should be safe and should be accessible on a continuous basis." (Benkink 2006)

2.5 Communication

The word "communication" refers to" a two-way information dissemination process between the sender and the receiver, which could be mediated (use of information distribution channels) or unmediated (face-to-face), providing a platform for feedback" (Ramodibe 2014). "It could be verbal, non-verbal and electronic means of human interaction" (Communication Studies 2013). Mohr and Nevin (1990)

argue that "without communication flow, channel of information dissemination would be irrelevant." By implication it can be inferred "that an effective information system should elicit a response from recipients" (Ramodibe 2014). In line with government communication, Gino (2012) noted that "how local governments communicate with and engage their citizens directly impacts on their ability to deliver effective services to its people and good government." Ndaba (2014: 36) further indicates that "service delivery is mostly linked with the concept of government to satisfy the needs of the community." In order to promote the impression of both excellent governance and service delivery, Mukudwana (2015) points out that "local government should offer services that will satisfy members of the public who are its clients." According to Mukudwana (2015), "The threat in local government has always been about corruption, nepotism, fraud, bribery and self-enhancement." Section 152 of the 1996 Constitution confirms "a number of citizens' rights and more specifically, the right of communities to be involved in local governance". Under the Nationwide Framework, municipalities hold a duty to encourage communities and neighbourhood organisations in local government to be involved in things that influence them. This extends to how the municipality operates and its capabilities. A study conducted by Sesele (2013) on the issue of intergovernmental relations and co-operative governance primarily focusing on the tools to enhance service delivery in the free state province, the research highlighted the importance of the ward committee as the "eyes and ears" of the Ward Councillor. Their duties are pinpointed as reporting about issues of service delivery that need the attention of the Ward Councillor. Consequently, it was reported that the assistance of ward committees enhance intergovernmental relations and co-operative governance. Sesele (2013) further describes ward committees as "forming bridges by facilitating communication between Councils they represent, and actively participating in determining core municipal processes." The main objective of the ward committee as noted by Qwabe and Mdaka (2011) is to:

> Create formal and unbiased communication channels between and among stakeholders, as well as creating co-operative partnerships between the municipality and the community within a ward; and serve as a mobilizing agent for community action and assist the ward councillor to facilitate

council programmes. In addition to that, the Public Service Commission (2010), stipulates a code of conduct at national, provincial and local government level that includes, the relationships among employees: that they should communicate with other employees to improve public interest and use relevant channels to voice out objections. (Sesele 2013)

2.6 Effective Government Communication

2.6.1 What Constitutes Effective Government Communication?

According to the Centre for the Future State (2010) modern governance's fundamental function is effective communication. Public sector systems and processes are strengthened by the successful and sustainable efforts from legitimate public authority (Centre for the Future State 2010). Good governance guarantees legitimacy of public authority. Leaders who hold the power to communicate a comprehensible vision for the nation in addition to the policy choices and trade-offs they have made on the public's behalf gain legitimacy. The capability to hold out a two-way communication with residents in a significant and ongoing method is integral to the objective of legitimacy.

Beside effective information dissemination and efficiency, government needs to have the ability to "push out" information. Communication as a two-way process entails mutual cooperation between two parties, thus the government must exhibit the propensity to listen on top of its ability and willingness to speak with citizens.

2.6.2 Public Participation

Public participation has an important role in facilitating effective communication, thus the discussion of public participation in the following paragraphs. Public participation has been outlined in numerous ways by various people, and for a wide range of reasons. For instance, participation has been used to construct local capability and self-reliance, but also to defend the extension of the power of the State. It has additionally been used for data collection and interactive analysis. It is furthermore outlined as a democratic technique of citizens deciding, planning and taking part in the development and operation of servicing their lives.

According to Harrison *et al.* (2012), "public participation is any process that involves the public in problem-solving or decision-making and that uses public input to make decisions." While researchers may define public participation differently, for the purpose of this study public participation will be defined "as the process whereby people, who will be affected by, or are interested in a decision, and who have a stake in the outcome, get a chance to influence its content before it has been made." (Harrison *et al.* 2012). The first goal of public participation is to illustrate to the general public that fitting decisions are being made for the best reasons.

Ross, Baldwin and Carter (2016) identify that "public participation is interchangeably referred to with the terms, stakeholder engagement and popular participation. The underlying principle of public participation is the aspect of involvement of various interest groups and communities in the mainstream of decision-making during policy formulation." "These processes may result in incremental policy shifts to radical policy shifts where public participation involves simple complex methods in which group processes, which include non-experts, play an active role to articulate their knowledge, values, choices and preferences." Severin and Shahani (2009: 33) argue that "there is a relationship between public participation and empowerment. This parallel is drawn on a basis that empowerment is not a process of releasing power to the people rather than it is processes of letting the people release their power, such as knowledge, social capital, and social assets in their control."

Public participation, as described above can be argued as being synonymous with the two-way symmetrical model. This is because the basic tenets of public participation call for the facilitation of the general public influenced by a certain variable to have a say in the development or conceptualisation of the said variable or decision. This is significantly different from asymmetrical communication where government communication tools primarily serve as a one-way channel of information informing the public of what is going on or the decisions taken by the government. In other words, it can be argued that public participation is a distinct form of symmetrical communication as it allows the free uninterrupted flow of

communication between the government and the public. The section below will discuss in more detail the concept of two-way symmetrical communication.

2.7 Excellent Public Relations

2.7.1 Two-Way Symmetrical Communication

"The model of two-way symmetrical communication was identified as the most effective form of public relations by Grunig and Hunt in 1984 and became the principal normative model for public relations practice, forming part of what is known as 'excellence theory'" (Mazzei 2010). The study employed the two-way symmetrical communication / excellence model. "The excellence theory is a general theory of public relations." (Grunig 2009). The excellence theory explains the value of public relations to organisations, in this case municipalities and societies primarily based on the social accountability of managerial decisions and the standard of relationships with stakeholders and the public. For a municipality to be effective, according to this theory, it must be able to engage with the public and thereafter be able to work together with the public in solving their problems and then eventually satisfy the goals of the public. If the municipality does not work together with the public and keep them informed, the public will tend to take drastic measures to get the municipality to take notice. One of those measures can be protests which can end up being violent and possibly destroy what the municipality and community have built together, such as burning municipal property and destroying municipal offices.

To behave in socially acceptable ways, the theory suggests that government

> must scan their environment to identify public who are affected by potential municipality decisions or who want organizations to make decisions to solve problems that are important to them. Then, the municipality must communicate symmetrically with the public (taking the interests of both the municipality and publics into account) to cultivate high-quality, long-term relationships with them. The interviews with CEOs and senior public relations officers revealed that good relationships were of value to municipalities because they reduced the costs of litigation, regulation, legislation, and negative publicity caused by poor relationships; reduced

the risk of making decisions that affect different stakeholders; or increased revenue by providing products and services needed by stakeholders. (Grunig 2009)

2.7.2 Four Models of Excellent Public Relations

1. **Press agentry model:** the practice of attracting the attention of the press through techniques that manufacture news. The press agentry model uses staged events, publicity stunts rallies and gatherings to attract attention from the publics. According to Grunig Diga, and Kelleher (2009), this model is estimated to be used by 15% of organisations.

2. **One-way communication model:** this is information that is transferred in one direction only, from the sender to the receiver. There is not any opportunity for feedback (Diga and Kelleher 2009). This model is estimated to be used by 50% of organisations

3. **Two-way communication model:** this model is believed to be used by competitive businesses with an unbalanced dialogue forming between the organisation and its public which usually favours the organisation or the municipality more than the public (Grunig 1992). This model is practised by 20% of the organisations.

4. **Two-way symmetrical public relations model:** According to (Grunig, 2011) this model attempts to ethically balance the interests of the organisation and its public and uses research and communication to manage conflicts. Van Dyke and Vercic (2009) consider this model to be "the most effective form of public relations practice." Surprisingly, this model is believed to be used by only 15% of organisations

Looking at these models and the percentages it is clear that most organizations use models that will only suit the organization and they do not care much about the public. Grunig (2009) highlighted that for communication to be effective it should be two-way and symmetrical, but the models above show a different story.

Public participation is essential in achieving two-way symmetrical communication. It is noteworthy that public participation forms a significant part of a number of local municipality communication policies in South Africa. Communication policies

can go a long way in outlining how effective communication should be carried out. According to Ramodibe (2014), "citizens and Council must be able to share expertise through dialogue, experience and information and contribute to the creation of an interactive local authority."

Grunig (2009) linked the "symmetrical model of public relations with games of pure cooperation and asymmetrical communications with the zero-sum games in what effectively is a continuum where only in the centre both parties can win." "Public relations professionals can choose to adopt a strategy of accommodation, advocacy or a mixture of the two amounting to a mixed motives model" (Abdelhay, 2014). Gregory and Halff (2013), however, suggest that "hegemony may offer a more accurate perspective on how symmetrical two-way communications can operate." "Hegemony can be defined as domination without physical coercion through the widespread acceptance of particular ideologies, developed through the manufacturing of consent "(Gregory and Halff 2013). This builds on the notion put forward by Grunig (2009) of "two-way symmetrical communication, suggesting that both parties in the conversation may not start with equal amounts of power and that organizations manufacture a social acceptance with which they have a dominance over their public." Grunig (2009), however, dismisses this as falling outside his model of a 'win-win' zone and therefore going against his model of symmetry.

2.8 Conclusion

Even though Grunig (2009) maintains that "the two-way symmetrical model is practiced by public relations practitioners and does not simply remain a theoretical model of excellence for practitioners to strive towards", it is a model that every organization should strive to communicate by. Although the basis of the theory has established a solid foundation for the advancement of public relations practice over the last 20 years, it is not watertight. Numerous critiques have been made as to what should be regarded as 'excellent' public relations, such as the argument that every communication model is suitable for various audiences in different scenarios, and different organizations. The simplification of communication to a 'one size fits all' approach, as Grunig suggests, is restrictive.

Looking at the excellence theory in the context of the KSDM, there is evidence to suggest that although the tools for symmetrical communication appear on paper, stating all the tools on paper but using only a few of those tools in practice is asymmetrical communication. The tools are listed in the attached questionnaire. This partly accounts for service delivery protests within the municipality as the public does not have an effective outlet to communicate their views to the responsible authorities. As a result, what might be needed is not a restructuring of the existing policy but commiting more effort and resources to ensure that it is implemented effectively.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The study of design and methodology and data collection and analysis methods are discussed in this chapter. The chapter starts with a discussion of research paradigm, then goes on to research design, sampling, data collection and interpretation. According to Creswell (2012) A mixed methods research design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research and methods in a single study to understand a research problem. In the mixed methods the researcher used both types of data because these combined provide the best understanding of a research problem.

3.2 Research Paradigm

"Research occurs in different contexts such as social, historical and/or political contexts. It is therefore important to understand that occurrences that happen inside and outside of the mind play a significant role in research" (Creswell 2014). Researchers hold diverse views and points of view, and this helps them to be distinctive in the way they communicate with their environment. The methods used in research studies also differ and depend on the researcher and the research context. It is therefore important that "a researcher's actions and beliefs should conform to certain standards and rules that are commonly understood and recognized by the global research community" (Joubish *et al.* 2011). "These standards and rules are collectively referred to as research paradigms" (Joubish *et al.* 2011). A paradigm is "a worldview, body of beliefs, and values that give birth to the frames and processes within which research is conducted" (Creswell 2014) Joubish *et al.* 2011). According to Creswell (2008 and 2014) "there are four commonly adopted worldviews, which are post-positivism, constructivism, advocacy/participatory, and pragmatism." Most researchers work within one of these worldviews.

This research uses the pragmatic model. This paradigm is appropriate because it "opens doors to a number of methods, worldviews, assumptions and divergent forms of data collection and analysis" (Creswell 2014). It is not dedicated to some sort of scheme of ideas and truth. "It employs 'what works' due to its ability to employ numerous methods, and its main focus is on addressing the research problem and questions, considering both objective and subjective knowledge" (Creswell *et al.* 2010). For this purpose, "the researcher is allowed to choose and mix methods, techniques and procedures of research that best present the possibilities of answering the research problem and questions" (Johnson and Onwuegbuzie 2004).

As discussed in Chapter 1, this study aimed to investigate the communication tools that are used by local governments to communicate with external stakeholders (a case of KSDM). In order to achieve the aim, it is critical that all parties, which include KSDM staff and the residents of KSDM, are involved and fairly represented.

3.3   Research Design

According to Maxwell (2005) and Rubin and Babbie (2005), "a research design is a plan and structure of how a research study will be conducted." Maxwell (2005) further defines a research design as "the logic and coherence of the research including the components of the research (e.g. methods) and the way in which they relate to each other." This study uses cross-sectional and concurrent mixed methods. According to Johnson *et al.* (2007), as cited by (Zhang and Watanabe-Galloway 2013), "the mixed methods research design combines elements of both qualitative and quantitative research designs." "It uses a set of events for gathering and analysing data from both methods in a single study in order to understand a research problem" (Creswell 2011). One of the advantages of this method is that it helps the researcher to understand and verify a study's results in terms of both complexity and extensiveness (Zhang and Watanabe-Galloway 2013). The belief is that the results of the analysis of quantitative (statistics) data and qualitative (detailed interview transcripts) data should be similar (Creswell 2014). This method is appropriate for the study because it overcomes the

limitations of both the quantitative and qualitative methods on their own (Creswell 2014. As discussed by Olsen and St George (2004), cross-sectional studies are used to gather data on a population at a single point in time. In this method, data is collected from either the entire population or representatives of a population.

3.4 Qualitative Method

According to Patton (2016) qualitative research is multimethod in focus, involving an interpretative, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals' lives.

In terms of the qualitative element of the research process, the researcher interviewed one member of staff at the KSD municipality communications office. I focused particularly on the Communications Department because they are the ones responsible for disseminating information to the external publics and also internally. The analysis of the findings from the communications officer are as follows:

3.5 Sampling

Sampling is the process of selecting a portion, or a piece that is representative of a whole, that is important in the research process to help to inform the quality of inferences made by the researcher which stem from the underlying findings (Onwuegbuzie *et al.* 2009). This study used a random sampling method, particularly the systematic random sampling, to select the research participants.

The sample size for the questionnaires was set at 400, targeting four different communities under the KSDM. However due to overwhelming response from the citizens the number of responses ended up being 432 as will be shown in data presentation in Chapter 4. The targeted 400 participants included 100 from

Mqanduli, 100 from Ngangelizwe, 100 from Mandela Park, and 100 from Zimbane location. When selecting a sample from a particular area, the first household to administer a questionnaire was selected randomly and thereafter every fourth house. Judgemental or purposive sampling was used for the interviews with KSD communication department personnel.

3.6 Data Collection

The research data was collected from the community members from the KSDM, members of staff working as communication personnel at the KSDM and secondary data in the form of literature review. The KSDM community members answered the questionnaire in their homes while the KSDM staff were interviewed in their offices. The secondary literature provided knowledge of what is known about the area of focus and its problems and solutions to communication problems in relation to municipalities and community members. The aim of the data collection was to gather views, concerns, explanations and interpretations on the nature of the communication practices which exist in the municipality.

3.7 Ethics Statement

According to Creswell (2014), researchers need to protect their research participants, develop trust with them, promote the integrity of their research, guard against misconduct and impropriety that might reflect on their organisation or institution, and cope with new challenging problems. To conduct this study and to ensure that ethics were maintained, a proposal was developed which included the templates of consent letters for requesting permission from the municipality, and information letters. This proposal was submitted to three different bodies within the institution in the following order for approval:
   a) Departmental Research Committee (DRC)
   b) Faculty Research Committee (FRC) and lastly
   c) Institutional Research Ethics Committee (IREC)

3.8 Research Setting

The study was conducted in the KSD region which covers more than ten towns which are under the above-mentioned municipality. Permission to conduct the study was obtained and all the relevant departments were informed.

3.9 Validity

The validity of a questionnaire refers to the extent to which the questions provide a true measure of what they are designed to measure. Content and presentation of a questionnaire influences its validity (Smith 2010). To ensure that the questionnaires for the study were valid, all questions were presented clearly and were designed to fulfil the objectives of this study. Questions asked were only those pertaining to the study and no personal detail was asked, only objective ones. After analysis, data obtained from the questionnaire was checked against the other data obtained from interviews with the KSD staff and public. The data had the same conclusions, therefore the study is valid.

3.10 Reliability

The reliability of a questionnaire is its ability to produce the same results if tested several times (Drost 2011; McDonald *et al.* 2003; Rattray and Jones 2005; Field 2010, Smith 2010). To ensure that the questionnaire used was reliable, a test-retest method was used, and the results were used to modify and develop the final questionnaire. According to the authors cited above, the test-retest method requires the questionnaire to produce similar results when administered to the same person on separate occasions. In this study, the reliability of the questionnaire was done during the pilot study where a questionnaire was tested with one municipality staff and few members of the community two times. The pilot study assisted in checking the appropriateness of the instrument and that the questions were not complicated.

3.11 Trustworthiness

The trustworthiness of the study was established through non-judgemental behaviour and respondents had the opportunity of open responses. Objectivity

was maintained throughout the data collection phase. Anonymity of all participants was guaranteed. The data collected through the interviews will be stored and will only be available to the researcher and the supervisors, until such a time when it shall be discarded in a manner that will ensure the privacy of the participants.

3.12 Data Analysis

Data from the questionnaire were analysed using Statistical Package for the Social Sciences (SPSS) version 20.0 program available at DUT. The SPSS program allows for complete analysis of data in the following categories:

- Descriptive statistics: describing the main features of a collection of data through – Cross tabulation, Frequencies and Descriptive Ratio Statistics. Descriptive statistics aim to summarise a data set
- Inferential statistics using Pearson's and/or Spearman's correlations.
- Using chi-square tests for nominal data.
- Using ANOVA tests (factorial or mixed factorial).
- Additional methods may be used as the need arises.

The program starts by preparing data for analysis, analysing it through building charts and formulating hypotheses for additional testing, clarifying relationships between variables, creating clusters, identifying trends and making predictions (Field 2010). Quantitative data was used to address all the objectives of the study.

3.13 Conclusion

This chapter discussed the design and methodology used in the research. The researcher employed mixed methods to explore the four sites. In addition, this chapter discussed how the researcher collected and analysed the data. Lastly, the researcher outlined the ethical considerations that are guiding this research.

CHAPTER 4: STATEMENT OF FINDINGS, INTERPRETATION AND DISCUSSION OF THE PRIMARY DATA

4.1 Introduction

This chapter presents the results and discusses the findings obtained from the questionnaires in this study. The questionnaire was the primary tool that was used to collect data and was distributed to 434 respondents. The data collected from the responses was analysed with SPSS version 23.0. The results are presented in the form descriptive statistics as graphs, tables, cross tabulations and other figures from the quantitative data that was collected. Inferential techniques include the use of correlations and chi-square test values, which are interpreted using the p-values.

4.2 The Sample

In total, 434 questionnaires were distributed and 434 were returned which gave a 100% response rate.

4.3 The Research Instrument

The research instrument consisted of 81 items, with a level of measurement at a nominal scale or an ordinal level. The questionnaire was divided into 5 questions which measured various themes:

1. Demographics
2. Channels
3. Have you had protests in your area (municipal district) in the past five years?
4. If yes, what were the reasons for the protest? Tick next to appropriate answers – you can tick more than one answer.
5. How often do you have service delivery protests in KSDM?

4.4 Demographics

Table 4.1: Gender distribution of participants

		Frequency	Percent
Valid	Male	165	38,0
	Female	227	52,3
	Total	392	90,3
Missing	System	42	9,7
Total		434	100,0

Of the total sample of respondents interviewed in KSDM, 165 were males, and 227 were females with 42 missing. Both genders are presented in the study however there were significantly more females than males (Table 4.1).

4.4.1 The Biographical Characteristics of the Respondents

Table 4.2: Gender distribution by age

		Gender		
Age (years)		Male	Female	Total
20 - 29	Count	4	8	12
	% within Age – coded	33.3%	66.7%	100.0%
	35			
	% within Gender	3.1%	4.0%	3.7%
	% of Total	1.2%	2.5%	3.7%
30 - 39	Count	24	32	56
	% within Age – coded	42.9%	57.1%	100.0%
	% within Gender	18.8%	16.2%	17.2%
	% of Total	7.4%	9.8%	17.2%
40 - 49	Count	29	50	79
	% within Age – coded	36.7%	63.3%	100.0%
	% within Gender	22.7%	25.3%	24.2%
	% of Total	8.9%	15.3%	24.2%
50 - 59	Count	26	41	67
	% within Age – coded	38.8%	61.2%	100.0%
	% within Gender	20.3%	20.7%	20.6%
	% of Total	8.0%	12.6%	20.6%
60 - 69	Count	27	30	57
	% within Age – coded	47.4%	52.6%	100.0%
	% within Gender	21.1%	15.2%	17.5%

	% of Total	8.3%	9.2%	17.5%
70 - 79	Count	17	33	50
	% within Age – coded	34.0%	66.0%	100.0%
	% within Gender	13.3%	16.7%	15.3%
	36			
	% of Total	5.2%	10.1%	15.3%
80 - 89	Count	1	4	5
	% within Age – coded	20.0%	80.0%	100.0%
	% within Gender	0.8%	2.0%	1.5%
	% of Total	0.3%	1.2%	1.5%
Total	Count	128	198	326
	% within Age – coded	39.3%	60.7%	100.0%
	% within Gender	100.0%	100.0%	100.0%
	% of Total	39.3%	60.7%	100.0%

Table 4.2 indicates that the majority of respondents (24.2%) in this study were between 40 and 49 years old. The youngest respondents in this study were 20 to 29 years old with a total of 3.7% and the oldest were 80 to 89 years old with a total of 1.5%. These age groups represented the least number of respondents.

The age category 50 to 59 years comprised 20.6% of respondents and 60 to 69 years 17.5% followed by 70 to 79 years 15.3%. Within the category of males, 22.7% were between the ages of 40 and 49 years (8.9%). Overall, the ratio of males to females was approximately 2:3 (39.3%:60.7%).

The results show that a broad range of age groups of participated in this study, hence the researcher is of the view that the age groups were well represented. It is important for all groups to participate in issues concerning service delivery and development in the area.

4.4.2 Ethnicity of Respondents

Table 4.3: Ethnicity

		Frequency	Percent
Valid	African	391	90,1
Missing	System	43	9,9
Total		434	100,0

Table 4.3 shows the ethnicity of participants: 391 (90.1%) of the respondents were Black Africans which comprises 98% of the population in KSD Municipality and 43 (9.9%) were missing from the system. The reason could be that KSD is under the former homeland of the Eastern Cape where the majority of Xhosa were settled under the apartheid government. It is historically and culturally the centre of the Xhosa people and it is one of seven local municipalities within the Oliver Reginald Tambo District Municipality.

4.4.3 Residential Area of Participants

Table 4.4: Residential area of participants

	Frequency	Percent
Mqanduli	101	25,3
Zimbane	101	25,3
Mandela Park	99	24,8
Ngangelizwe	98	24,6
Total	399	100,0

Table 4.4 reveals that out of the 434 participants, 101 (25,3%) were from Mqanduli, which is the least developed area in the municipality, 99 (24,6%) were from Ngangelizwe, which is an informal settlement with a diverse mix of individuals in terms of socio-economic status, 99 (25%) were from Mandela Park, and 101 (25%) were from Zimbane location. Ngangelizwe settlement was chosen because it is plagued with numerous service delivery protests (Bathembu 2009). The Mandela Park and Zimbane locations were selected because they are more developed.

4.5 Communication

Figure 4.1 indicates the levels of communication by the municipality to the respondents, and by the respondents to the municipality.
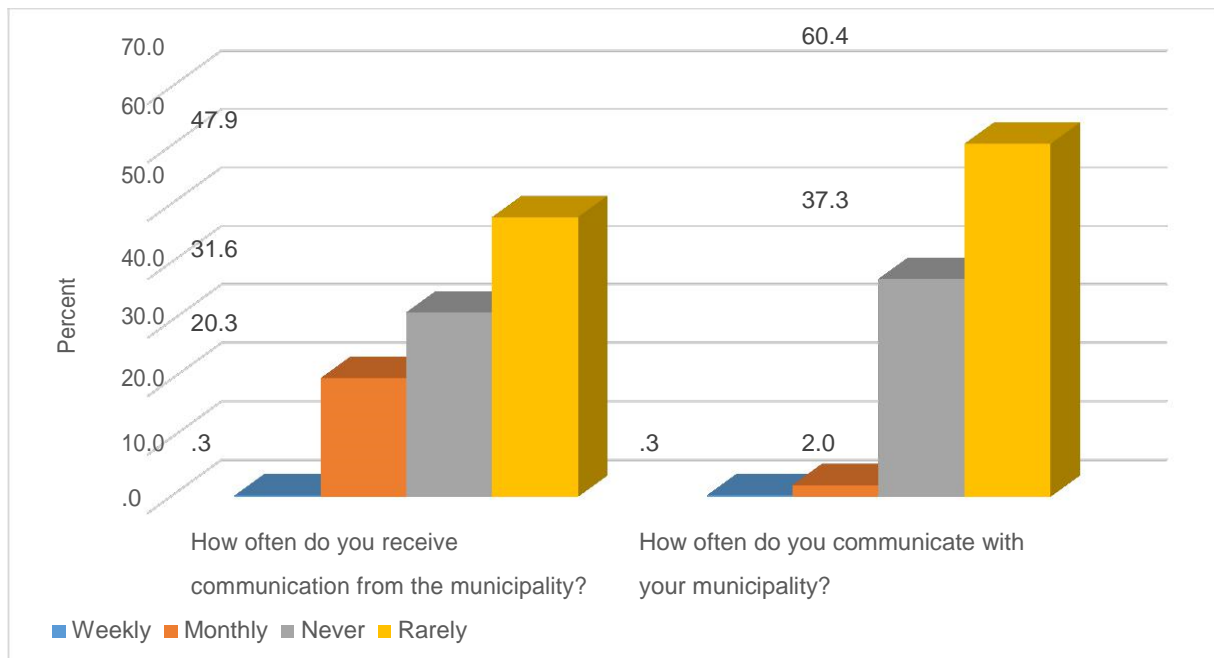
Figure 2: Frequency of communication

Participants were asked how often they receive communication from the municipality. Figure 2 illustrates that almost 47.9% of community members rarely received communication from the municipality, 31% indicated that they never received communication from the municipality and only a small proportion of the sample (20,3%) indicated that they received communication from the municipality after a month and an even smaller portion (0,3%) received communication weekly.

Regarding how often respondents communicated with the municipality, 60.4% indicated that they rarely communicate with the municipality and 37% stated that they never communicated while 2% said that they communicate monthly and a lesser proportion of 0,3% mentioned that they communicate weekly. The above responses were not from one location, the researcher used different participants

from different locations within KSDM. These findings clearly illustrate that there is a lack of regular communication between the municipality and its external stakeholders and there is very little effort from residents to contact municipal officials and councillors to communicate needs and express support or opposition which means that the function of communication is not being taken seriously by both parties. Perhaps this could be the reason for the high number of protests that are arranged and poor service delivery because the way that local government communicates with and engages with citizens directly impacts on their ability to deliver effective services and good government.

4.5.1 Modes of Communication by the Municipality

Table 4.5 shows modes of communication by the municipality with the respondents.

Table 4.5: Modes of communication by the municipality

	Count	Percent
Council Meetings	138	31.80
Local Communicators Forum	75	17.28
Posters	50	11.52
Television	49	11.29
Newspapers	45	10.37
Brochures	27	6.22
Loud Hailing	11	2.53
SMSs	6	1.38
Banners and Flyers	5	1.15
Newsletters	5	1.15
Information days	3	0.69
Municipal Billboards	3	0.69
Municipal Staff	3	0.69
Social Media	3	0.69
Municipal Website	1	0.23
Other	1	0.23

As can be seen from Table 4.5, the results show that the most common mode (138, 31.80%) of communications from the KSDM was Council meetings and the least common mode (1, 0.23%) was the municipal website. It is critical that the Communications Department within the KMD Municipality establish an effective plan to assist, support and direct councillors and heads of departments that communicate government programs to the public, because these results indicate that to a large extent there is no viable communication between the municipality and its external stakeholders. As a consequence, the stakeholders may become reluctant to make an effort to communicate with the municipalities regarding their grievances. The implication of lack of communication is that the community may protest or strike when they perceive that there is no way to talk to the government, nor get the government to communicate with them.

4.5.2 Suggested Methods for Communicating with the Municipality

Table 4.6: Methods of communication by the municipality

	Agree		Neutral		Disagree	
	Count	Row N %	Count	Row N %	Count	Row N
Banners and Flyers	4	100.00%	0	0.00%	0	0.00%
Information days	2	100.00%	0	0.00%	0	0.00%
Brochures	25	86.20%	3	10.30%	1	3.40%
Posters	38	74.50%	12	23.50%	1	2.00%
Municipal Billboards	2	66.70%	1	33.30%	0	0.00%
Television	27	54.00%	19	38.00%	4	8.00%
Municipal Staff	1	50.00%	1	50.00%	0	0.00%
Municipal Website	1	50.00%	1	50.00%	0	0.00%
SMSs	2	50.00%	2	50.00%	0	0.00%
Newsletters	2	50.00%	2	50.00%	0	0.00%
Social Media	1	50.00%	1	50.00%	0	0.00%
Newspapers	14	31.10%	23	51.10%	8	17.80%
Loud Hailing	3	30.00%	7	70.00%	0	0.00%
Council Meetings	41	28.90%	96	67.60%	5	3.50%
Local Communication Forum	2	2.90%	39	56.50%	28	40.60%
Other	7	26.90%	16	61.50%	3	11.50%

Table 4.6 reveals that the response rate in this section was very low but the most commonly used method was "Council meetings", with support from 28.90% of

respondents. In order to increase the level of communication between internal and external stakeholders, KSDM needs to arrange workshops and educate customers about the purpose, processes and importance of communication, because the implication is that the respondents' knowledge of the importance of communication from the findings of this study is poor. A study by Sefuli (2012) highlighted the importance of e-government as "an advanced form of communication between the government and the stakeholders." Such information technology mechanisms have the potential to increase public engagement by allowing the public to use electronic channels to access services, to engage in policy-making processes, to provide input to legislators and to enable the government to be more transparent and accountable. E-Government uses interactive methods such as phone, SMS, internet, etc. as platforms for group engagement and delivery of services.

4.5.3 Channels Used by Respondents to Provide Feedback
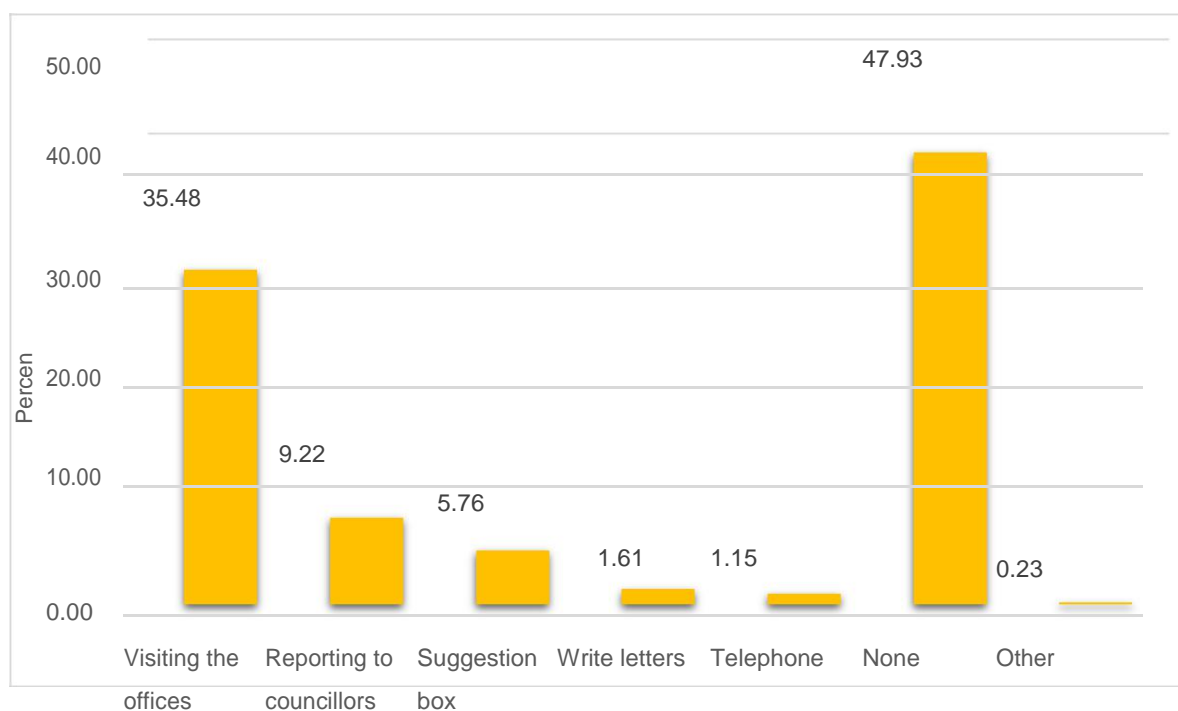
Figure 4.1: Channels used by respondents to provide feedback

Figure 4.2 shows that nearly half of the respondents (47.93%) do not use any form of communication to give feedback even if they have problems in their area, around a third (35.48%) identified visiting the office as way of communication,

while 9.22% said they report to the councillors. In addition to that a small proportion of 5.76% stated that they use suggestion box to air their grievances and 1.61% said they write letters, 1.15% reveal that they use telephones while 0.23% use other methods of communication. This reveals that a modern system of local government has been set up with sincere intentions to have a positive effect on democracy and to bring social and economic benefits to the people. Feedback is important since it offers a test as to whether the message was interpreted and comprehended the way it was intended, that is, whether the message was successfully decoded by the recipients.

4.5.4 Helpfulness of Available Channels of Communication used by Respondents

Table 4.7: Helpfulness of available channels of communication used by respondents

	Helpful		Neutral		Not Helpful	
	Count	Row N%	Count	Row N%	Count	Row N%
Visiting the offices	106	74.1%	35	24.5%	2	1.4%
Suggestion box	21	63.6%	10	30.3%	2	6.1%
Reporting to councillors	22	53.7%	19	46.3%	0	0.0%
Write letters	3	50.0%	2	33.3%	1	16.7%
Telephone	2	50.0%	1	25.0%	1	25.0%
None	0	0.0%	12	20.3%	47	79.7%
Other	0	0.0%	0	0.0%	1	100.0%

As can be seen from Table 4.7, the most preferred method was visiting the offices (74.1%), followed by suggestion box (63.6%), reporting to councillors (53.7%), writing letters (50.0%) and telephone. A number of respondents clearly indicated that none of the suggested channels is beneficial to their problems, which could be an indication that the communication department within the KSD municipality does not pay attention to the opinions of the community thus they view all the channels of communication as unhelpful.

The following query analyses the score trends of the respondents by variable per section. Where appropriate, the degree of disagreement (negative statements) have been collapsed to reveal a single category of "Disagree." A similar protocol has been followed for the degree of agreement (positive statements).

The outcomes are first represented using the overview percentages for the variables that form each section.

4.6 Perceptions of Respondents of Their Municipality
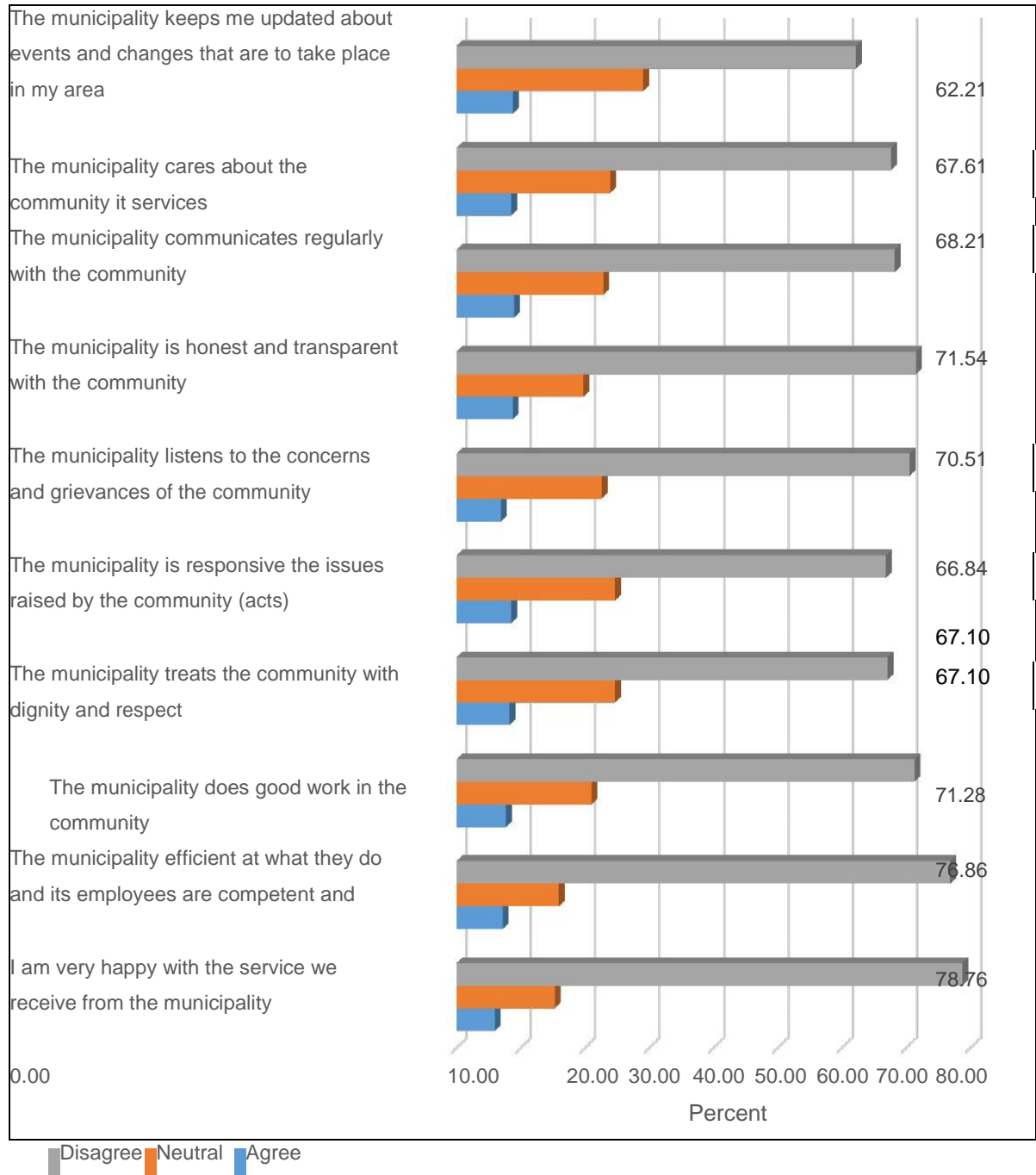
Figure 4.2: Perceptions of respondents of their municipality

Figure 4.3 shows that the levels of disagreement are much larger than those of agreement from all the statements above.

Some levels are much higher than others, for example, 78.76% of the respondents indicated they were not satisfied with services received from the municipality followed by 76.86% of disagreement with the statement that the municipality and its employees are competent and efficient at what they do. Thus, the results of this study have shown that according to the population, the KSDM lacks the capacity to carry out its function. Only a small proportion of the respondents (between 6 and 8%) say the reverse, that the municipality supports the delivery of services and the communication department has the capacity to carry out its function. The researcher is of the opinion that the above-mentioned percentages, especially of service delivery, competency of employees, listening to grievances of the communities, and updating the communities, are worrying factors as these areas are the backbone of a functional municipality. This is confirmed by Gino (2012: 77) who says:

> public meetings and imbizos are a form of enhanced dialogue and
> interaction between national government and residents at grassroots level.
> It is a form of public meeting where the Mayor or Mayoral Committee
> Members travel to local communities to communicate programmes and
> progress being made. It allows for immediate feedback from the
> community, which enhances participatory democracy. Communities
> exercise their right to be heard and can assist in building service delivery.

4.6.1 Chi-Square Test

A chi-square test was performed to assess if the variations were significant. The null hypothesis maintains that there is no difference in score patterns per statement per choice. The findings are shown in Table 4.8.

Because all the p-values (highlighted) are less than 0.05, this means that the differences found per statement are significant.

Table 4.8: Chi-square test

	Chi-Square	df	Asymp. Sig.
The municipality keeps me updated about events and changes that are to take place in my area	274.612	4	.000
The municipality cares about the community it services	278.802	4	.000
The municipality communicates regularly with the community	307.615	4	.000
The municipality is honest and transparent with the community	279.282	4	.000
The municipality listens to the concerns and grievances of the community	288.795	4	.000
The municipality is responsive the issues raised by the community (acts)	234.149	4	.000
The municipality treats the community with dignity and respect	278.596	4	.000
The municipality does good work in the community	269.821	4	.000
The municipality and its employees are competent and efficient at what they do	298.699	4	.000
I am very happy with the service we receive from the municipality	296.098	4	.000

4.7 Protests in KSDM

Nearly two thirds (68.4%) answered the question. Of these, 42.1% indicated that they had protests in their municipality in the last 5 years (Table 4.9).

Table 4.9: Frequency of protests in the last 5 years

	Frequency	Percent	Valid Percent
Yes	125	28.8	42.1
No	172	39.6	57.9
Total	297	68.4	100.0

4.7.1 The frequency of Engagement in Protests in the Last 5 Years

The findings of this research revealed that 42.1% of respondents engaged on protests during the last 5 years in the KSD municipality while 57.9% revealed that they did not engage in protest during the last 5 years. For a municipality to be effective, it must be able to engage with the public and thereafter be able to work together with the public to solve their problems and then eventually satisfy the goals of the public. If the municipality does not work together with the public and keep them informed, the public takes drastic measures to get the municipality to take notice (Grunig 2009). One of those measures can be protests which can end up being violent and possibly destroy what the municipality and community have built together, for example burning municipal trucks, destroying municipal offices, etc.

4.7.2 The Reasons for the Protests

Table 4.10: Reasons for protests

	Count	Percentage
Lack of running water	82	35%
Lack of housing	47	20%
Lack of Toilet facilities	44	19%
Lack of land	20	9%
Lack of Education	17	7%
Other	23	10%

(Multiple responses were allowed)

Although the precise pattern of complaints varied from protest to protest and community to community, invariably, issues linked to deficits in service delivery – lack of water, lack of housing, lack of toilet facilities, lack of land and lack of education and others – featured prominently. Table 4.10 shows that lack of running water had the highest percentage with 35% followed by lack of housing with 20% and lack of toilet facilities with 19%. On the basis of these findings, the government of South Africa maintains strong policies that local municipalities and councillors should be sensitive to the population and attentive to local problems. Partnerships should be formed between society and local government to resolve concerns related to service delivery. Local government has a duty to deliver

development in the community. This includes the identification of social structures such as Ward Committees and Neighbourhood Police Forums. Public engagement should be a strategic tool to help municipalities reach out to broader communities.

4.8 Basic Amenities
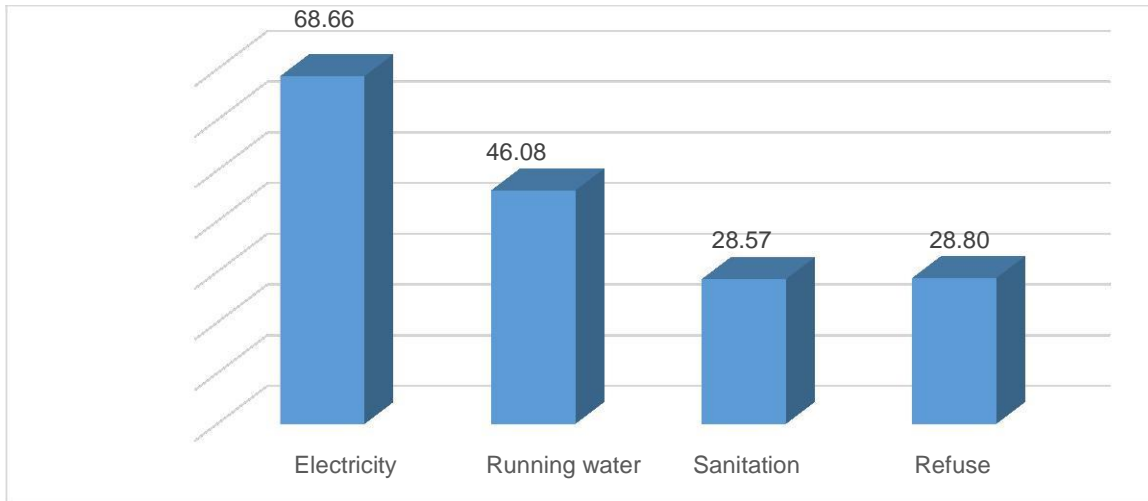
Figure 4.3: Basic services that are received

As can be seen from Figure 4.4, two-thirds of respondents (68.66%) had electricity, while a little less than half (46.08%) had running water, and less than a third (29%) of respondents had sanitation and refuse removal services.

4.8.1 Reaction if the Issues Raised by the Community are not Addressed by the Municipality

Table 4.11: Reaction if issues not addressed by municipality

Reaction	
Just ignore them	85.6%
Write a letter to the municipality	9.4%
Strike/protest	5%

As can be seen from Table 4.11, a high percentage of (85.6%) of respondents said they just ignore the municipality if they do not attend to their concerns, 9.4% said they try to write a letter to the municipality and lastly 5.0% said they resort to

strikes. Frustration as a result of poor service delivery has led to protests in many municipalities. Madumo (2011) argues that

> there are a number of reasons that could have been the basis of these protests, but one major cause that most scholars mentioned is communication breakdown between external stakeholders and municipality. Secondly is the misalignment of the lack of government structures and the lack of public involvement by the community members in decision-making concerning the quality of services.

This observation correlates with Hirsh (2011) who states that "in all these protests the protesters cite unavailability of government officials to meet up with them when they have grievances and a lack of public participation".

Of the 36 respondents who indicated strike / protests, 34 identified the causes of the strikes (Table 4.12).

Table 4.12: Cause of strikes

	Frequency
Lack of communication	34
Poor service delivery	34

These results are compatible with the results of a study carried out by Nleya (2011) which catalogues some of the main reasons for protests in South Africa and argues that protests in South Africa have largely been about service delivery. Issues of inequality and unemployment, particularly among young people have also been prominent. However, despite all the lesser reasons for protests, service delivery remains the single biggest reason why people protest.

4.8.2 The Frequency of Participation in Protests

Table 4.13: Frequency of participation in protests

	Frequency
Never	59.3%
Sometimes	38.5%
Very often	2.2%

Table 4.13 shows that the majority of respondents (59.3%) said that they never strike, 38.5% said they sometimes strike and 2.2% said they often resort to strike action because of lack of service delivery. These results clearly show a possible opportunity to engage the KSDM in public participation where they could involve various stakeholders and communities involved in the decision-making process during policy-making, the participation of various stakeholders and communities in the mainstream of decision-making during policy-making, especially those who often protest and strike.

4.9 Reliability Statistics

Reliability and validity are the two most critical elements of precision. Reliability is the consistency of results between subjects taking the test. A reliability coefficient of 0.70 or higher is acceptable (Table 4.14 and Table4.15).

Table 4.14: Case processing summary

		N	%
Cases	Valid	382	88.0
	Excluded[a]	52	12.0
	Total	434	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.15: Conbach's alpha for Q2.8

Cronbach's alpha	N of Items	
0.979	10 of 10	

The overall reliability score exceeds the recommended Cronbach's alpha value of 0.700. This suggests a degree of appropriate, reliable score for Q2.8 of the study.

Two other sections also consisted of ordinal data but there were insufficient cases to generate Cronbach Alpha scores.

Analysis of the findings from the KSDM staff member

1. What are the tools that you use to communicate with external stakeholders?

Media such as radios, newspapers, Social Media, website, Newsletter, brochures and fliers, correspondence (letters) and loudhailer

2. How often do you communicate with your external stakeholders?

We communicate with stakeholders everytime there's a need

3. When do you communicate with your stakeholders?

When we have Imbizo's, IDP Roadshows, Service Delivery issues, Disasters, protests

4. How do you communicate with your stakeholders?

We always show them respect when we communicate with them. Be courteous

5. What are the reasons for communicating with your stakeholders?

When we are introducing new projects in their respective wards. When are doing IDP roadshows which give them a chance to voice out their needs in a particular financial year, Mayoral Imbizos when the Mayor wants to inform them about developments to be done in their areas and also listening to their complaints

6. What are the platforms that you use to communicate with your stakeholders?

SANCO, Traditional Councils, Ward Committtees, Community Developmemt Workers, use of radio slots, Newspapers and Social Media, Website, newsletter

7. What are the challenges that you face when communicating with your external stakeholders?

Resistance because of political reasons. Areas which are not accessible and which cannot be reached though media because of signal challenges

8. How do you overcome these challenges?

Allaying of fears that government is for us all regardless of political affiliation. Building of access roads, request Sentech to provide signal

9. Do you evaluate the success or failure of your communication efforts?

Yes we do

10. How do you conduct the evaluation?

Check on the attendance when we have summoned a meeting such imbizos and IDP roadshows. Lack of protest marches show that they are well-informed about issues affecting them. Questionnaires seeking how they feel

11. How do you obtain feedback from the public?

Through comments from our website, newsletters, Social Media. Visiting them in their areas

12. What do you use the feedback for?

So that we can improve where necessary or do more if our efforts are appreciated.

13. Do you have a communication policy?

Yes we do have it

14. What are the key objectives of your policy?

Clear guidelines as to who to speak for the institution, who to say what from when?

How to use our branding material

How best the Municipality can be marketed

15. What is the vision and mission of the Municipality?

VISION

A developmental Municipality that strives for soci-economic transformation thereby improving lives of people

MISSION

KSD will strive to be a developmental Municipality that is able to provide services to the best of its ability

16. Do you have a communication strategy? Yes

The findings show that there is some level of communication that is taking place between the external stakeholders and the municipality, it is just that it does not reach everyone in these communities. The municipality can focus more on council meetings to ensure that two-way communication is being facilitated between these stakeholders.

4.10 Correlations

Bivariate correlation were conducted on the (ordinal) data. The findings can be found in the appendix.

The outcomes show the following arrays.

Positive values show a direct proportional relationship between the variables and a negative value implies an opposite relationship. All significant relationships are indicated by a * or ** connection.

The correlation value between "The municipality cares about the community it services" and "Posters" is 0.656. This is a directly related proportionality. Respondents indicate that the more information they get from municipal posters, the more it would seem that the municipality cares for them, and vice versa.

Negative values indicate an inverse relationship. In other words, the variables have an opposite effect on each other.

The correlation value between "How would you rate the overall communication of the Municipality?" and "Council Meetings" is -0.536. That is, the more often respondents attend council meetings, the more disillusioned they are about the transfer of information. This shows that the municipality does not listen to people and their grievances

4.11 CONCLUSION

The chapter presented an overview of the data obtained during the study. The key research tool used was a standard questionnaire prepared to guide interviews of all categories. Essentially, the data shows that external local government contact at KSD Municipality is f a problem and has detrimental effects on service delivery. The researcher is therefore of the impression that significant action is required to transform and improve the situation in this municipality. The following chapter will outline recommendations arising from the study.

CHAPTER 5: FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter assesses the findings in the light of the intent of the study in order to decide whether it has been accomplished. In addition, the researcher makes suggestions that could lead to enhancing the delivery of local municipal services and communication networks that allow public engagement in local governance to improve the efficacy of government communication and the dissemination of government knowledge and feedback. In conclusion, the researcher offered some recommendations for further studies in the field of analysis.

5.1.1 Findings in Relation to the Objectives of the Study

5.1.1.1 Assess the Nature of the Communication Between the KSDM and its Constituencies in Terms of Communication Tool Used

The study found that a significant number of respondents suggested that there was a lack of constant communication between the municipality and its external stakeholders. The finding is also that there was no initiative on the part of respondents to contact local officials and councillors to convey their wishes and show support or opposition which means that the nature of communication between the KSDM and its constituency was not optimal. Staff members need to understand and implement communication tools that are accessible to communities in order for them to be able to use these platforms correctly for the distribution and communication of services. This entails understanding the receiver, in this instance the community, and know how to engage them productively and fully in the communication channel to the furtherance and accomplishment of top-notch service by the municipality. For instance, the findings of this study show that municipality council meetings was the most common mode of communication (138, 31.80%) followed by local forums (75, 17.28%). Hence local government should make more use of these communication channels to

communicate and educate people about local and development issues as this will enable councillors, who are the people's leaders, to collaborate with local communities to explore meaningful ways to meet social, economic and material needs. Public meetings are used to include people in the community, thereby allowing every voice to be heard.

5.1.2 Determine the Extent to Which Communication Tools and Practices Facilitate Effective Communication

Findings are that there is very little communication by the KSDM via social media, newspapers, information days, brochures, newsletters, banners and flyers. This is worrying because in the current era there is an increase in digital communication as an effective tool of communication.

In order for the municipality to present enough communication programmes, local government must first have a good understanding of its communication climate. It needs to identify a communication strategy and set the goals and priorities of the communication methods so as to carry out the organization's vision, purpose and priorities. KSDM contains rural and underdeveloped settlements with a low level of literacy, so local government should remember that the communication methods they use need to be available to everyone, considering age and literacy levels. From the findings of this study, the KSD municipality and its environment is advised that it can use the following communication channels such Ward Committees via the ward councillors who are accountable for the well-being of the specific ward. The ward committee is responsible for collecting and passing on information from the community. Messages are distributed through a variety of unmediated and mediated networks. Unmediated channels like board meetings do not face the challenge of distorting or violating the transmission of messages to the respondents listed in this study so are an efficient communication medium but this is only useful if notices of meetings are made public. Thus, the efficient transmission of messages depends on the importance or appropriateness of the channels of communication used.

5.1.3 Identify the Strength and Weaknesses of Communication Tools and Practices of the King Sabatha Dalindyebo Municipality

In terms of how respondents often communicate with the municipality, 60.4% pointed out that they rarely communicate with the municipality and 37% stated that they never communicated while 2% said that they communicate monthly and a few (0.3%) said that they communicate weekly. The above responses clearly illustrate that there is a shortage of constant communication between the municipality and external stakeholders. There is no effort also from citizens to convey needs and demonstrate support and opposition to municipal authorities and councillors, which means the function of communication is not taken seriously by both parties.

There is a substantial disconnect in the communication between the municipality and the community that requires to be discussed. Regular and adequate information shared serves to keep residents aware of the progress achieved in enforcing government services which would minimise the opportunity for service delivery protests in the municipal government sphere. This can be addressed by making sure that notices of meetings reach every household timeously and people must be given the freedom to express their concerns in a non-threatening environment. These meetings are important for all residents to consult, comment and receive feedback. Members of the community prefer various forms of communications. However, the municipality will have to identify the most effective channel to pass their messages and this will ensure that all residents are well informed.

The study highlighted that nearly half of the respondents(47, 93%) do not use any form of communication to give feedback even if they have problems with the municipality. This indicates that there is a reluctance on the part of community members to communicate with the municipality. This raises the question of why there is such reluctance. Further research into the reasons behind why community members are reluctant to communicate with the municipality is recommended. There is an immediate need to promote and develop involvement of residents in civic decision-making.

In certain cases, external factors are beyond the reach of government communicators and have detrimental consequences in the communication process resulting in inadequate communication. Ramodibe (2014: 167) noted that "factors such as inadequate financial resources, unskilled personnel, language that is used to filter information, bureaucracy , cultural beliefs, attitudes and egos, to mention but a few can be barriers to effective communication." At times, it is impossible to overcome these challenges, such as coping with behaviours and egos, but the municipality should still strive to tackle and educate residents on problems relating to service delivery in their neighbourhoods.

5.1.4 Ascertain Views and Experiences of the Community with Regard to Interactions with the Municipality

The low status of government communication, particularly in the local government realm, has been shown to contribute to infective communication; this research indicates that there is poor or inadequate communication taking place between the municipality and its constituencies. The majority of respondents ranging from 60% to 80% clearly indicated that they are happy with the services provided by the municipality see Figure 4.5. This implies that the interaction between the community and the municipality does not satisfy the community. For instance (78-76%) of the respondents indicated that they are not happy with the service they get from municipality.

5.2 Recommendations

What can be done in the KSDM to improve communication between the municipality and stakeholders to enhance the effectiveness of government communication, public participation and service delivery in a bid to avoid the high number of protests that are experienced in other municipalities? Can other municipalities in South Africa learn from the KSD Municipality and vice versa? On the grounds of the above observations and the details identified in the previous chapters, the following recommendations should be considered.

5.2.1 Two-Way Communication Process

It needs to be a two-way street for communication to be successful. The local municipality must not only strive to express its message on the delivery of services to the public but must also seek to learn the needs and desires of the population in the municipal area. This can only be done if there is proof that the messages communicated are comprehended as anticipated. This can only be accomplished by feedback that encourages recipients to directly respond to messages transmitted. A formalised and well-structured form of feedback (positive or negative) is therefore necessary to confirm if the intended message was delivered without distortion across the communication line (from sender to receiver), particularly when being distributed through a mediated communication channel. For that reason, in order to strengthen government communication, the feedback platforms should be increased by requesting and encouraging citizens to acknowledge receipt of all correspondence so as to ensure that the communication are understood by people in the manner they were meant to be. This can be via follow up meetings with the community, suggestion boxes, WhatsApp platforms, a Facebook page, to mention just but a few.

5.2.2 Information Dissemination Channels Utilised by Local Government

The Local Government has provided a range of outlets for distribution of information, including both arbitrary and unmediated modes of communication. The communication environment plays a pivotal role in determining favourable channels. The arrival of the new media has proved to be popular among citizens, including those in rural areas, though access to smart phones in rural areas might be limited. However, due to development it can be safely argued that citizens are embracing technology and development cannot wait for all and sundry to possess enabling gadgets. For instance, if the municipality wants to communicate a council meeting, it can embrace the use of social media and SMS notifications as part of its official information dissemination channels so that this information will reach all of its intended audience and nobody will have the excuse of not being informed about a council meeting. Due to the technological wave of cell phones, nearly every household has a cell phone which has internet connectivity, and this augurs

well for efficient, fast and reliable communication. This can be done by using modern forms of communication tools, for example, creating a Facebook page for KSDM to have access to the youth and this will also motivate the young generation to participate in the municipality programs. Though the municipality might have already been using more than one means of communication, it is recommended that it explore and embrace all available, efficient and reliable avenues so that no one individual or groups of individuals are at an advantage or at a disadvantage. Ndaba (2014) confirm this recommendation by adding that "the municipality must be clear about communication within their environment and that will help them define their communication policies."

5.2.3 The Appropriateness of the Communication Channels

If the address is not accurate or if the intended receiver has migrated, the mail will not be delivered. The consequences of this is that delivery of the message will not have been effective. The same is true for electronic messages, if the message is addressed incorrectly it will not be sent signalling an unsuccessful contact. While people have suggested that some of the platforms used are fine, the results show that council meetings and local communicator's forum are repondents' preferred primary source of information rather than other channels like the municipal website. This implies that government should strengthen the use of these channels as the primary channel of information, instead of printed or electronic information material.

A functional plan of communication is to maintain a directory of every family under their jurisdiction. This calls for a high level of cooperation and honesty on both parties and efficiency on the government party. The families concerned will need to be forthcoming in updating their contacts in the directory regularly especially where changes might have occurred. In such cases families need to provide their contact details and family contact person making sure that if there is any change in the details provided, they swiftly communicate with the authorities. In such a scenario all correspondence addressed do citizens will be delivered with promptness and certainty. The effectiveness of such a set up depends on the level

of accessibility that exists between those parties. It is a critical component because it facilitates interaction and dialogue.

5.2.4 Provision of Constant and Adequate Information

Given that government has the constitutional mandate to provide the citizens of the Republic of South Africa with constant adequate developmental information, it is recommended that this responsibility should be strengthened. From the study it can be safely deduced that face-to-face interactions between citizens and government representatives could be a more reliable and effective form of communication than other forms of communication. Face-to-face engagement is a contact medium that the government can place stronger focus on in order to accomplish the goal of delivering information to the people.

5.2.5 Barriers to Communicating Successfully

In this study many obstacles have been highlighted that obstruct efficient communication. The data gathered shows that community participation in the communication channel is limited. It is a daunting task to convince the communities that they must engage in local government activities to realise effective communication A well-structured public relations strategy needs to be designed and enforced by the local government to repair the bond between its staff and the public.

Municipalities need to improve their ways of reacting to emergencies and service delivery challenges because if they cannot do so service delivery concerns will have adverse consequences on the lives of communities. The municipality can prevent violent protests by ensuring that they provide regular input in order to keep the community updated at all times about what is happening.

Therefore, work therefore needs to be done to analyse the communication atmosphere in order to increase the efficacy of government communication. This will include studies to analyse public expectations of government efficiency, to define priority problems to be resolved by government, and to assess if the overall communication of government is viewed as adequate.

5.3   CONCLUSION

A description of the opinions of the respondents was presented in this chapter. It has also been used to formulate guidelines for enhancing the communication methods used by local governments.

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APPENDICES

APPENDIX 1 Letter of Information and Letter of Consent

LETTER OF INFORMATION

Title of the Research Study: Communication tools used by municipalities to communicate with external stakeholders. A case of King Sabatha Dalindyebo (KSD)

Principal Investigator/s/researcher: Btech Lethu Fuzile

Co-Investigator/s/supervisor/s: Mr. Zwakele Ngubane, Masters, Prof Rawjee, PhD.

Brief Introduction and Purpose of the Study: The study seeks to better understand the communication tools that are used by Municipalities in communicating with their external stakeholders. The study is motivated by a number of disputes that have taken place between municipalities and their constituencies, often manifesting in service delivery protests. These common occurrences suggest that there may be some form of communication breakdown between Municipalities and their constituencies. The study therefore takes on a case study approach with a focus on King Sabatha Dalindyebo Municipality (in Mthatha) in an attempt to understand the nature and communication practices that prevail.

Outline of the Procedures: The researcher will give the participant a questionnaire and the participant needs to fill out the questionnaire.

Risks or Discomforts to the Participant: The participant is not under any risk in answering the questionnaire, the research is strictly for study purposes.

Benefits: The outcome of the research will be used by policy makers in community interventions.

Reason/s why the Participant May Be Withdrawn from the Study: The participant is allowed to withdraw anytime if he/she feels uncomfortable or has some kind of illness that is causing him/her to not continue with the questionnaire.

Remuneration: The participant will not receive any money or reward for participating in the research study.

Costs of the Study: The participant is not going to pay anything, all the costs will be covered by the school and the researcher.

Confidentiality: Ethical requirements will be complied with, in accordance with the Durban University of Technology ethical standards.

Confidentiality and anonymity will be ensured by not disclosing the names of individuals to whom questionnaires will be given. Data will be stored during the course of study, and thereafter shredded 15 years after completion of research.

Research-related Injury: The research is not meant to cause anyone any harm so there should be no injuries.

Persons to Contact in the Event of Any Problems or Questions:

Please contact the researcher Lethu Fuzile (tel no. 071 380 4312 Please feel free also to contact my supervisors, Mr. Zwakele Ngubane (tel. 031-373 5153; e-mail. zwakelen@dut.ac.za) and Prof Rawjee (tel. 031-373 6826; e-mail. rawjeeve@dut.ac.za). You may also contact the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: TIP, Prof F. Otieno on 031 373 2382 or dvctip@dut.ac.za.

General: Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants.The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g. isiZulu.

CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher**, Lethu Fuzile** , about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____,

- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.

- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____   _____   _____
_____

Full Name of Participant   **Date**   **Time**   **Signature   /
Right**

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

_____   _____
_____

Full Name of Researcher   **Date**   **Signature**

_____   _____
_____

Full Name of Witness (If applicable)   Date   **Signature**

_____   _____
_____

Full Name of Legal Guardian (If applicable) Date   **Signature**

APPENDIX 2 Questionnaire

TITLE OF STUDY: COMMUNICATION TOOLS USED BY MUNICIPALITIES TO
COMMUNICATE   WITH EXTERNAL STAKEHOLDERS. A CASE OF KING
SABATHA DALINDYEBO (KSD)

1. DEMOGRAPHICS

1.1. Please fill in correct age, gender and race.

1	Age	
2	Gender	
3	Race	

1.2. Location (Please tick)

	Name of location	**Tick**
1	Mqanduli	

2	Zimbane	
3	Mandela Park	
4	Ngangelizwe	

1.3. Basic services – please tick only the basic services you have access to

	I have access to the following basic services in my home:	
1	Electricity	
2	Running water	
3	Sanitation	
4	Refuse removal	

2. Channels

2.1. Often do you receive communication from the municipality?

1	Daily	
2	Weekly	
3	Monthly	
4	Never	
5	Rarely	
6	Other (specify)	

2.2.How often do you communicate with your municipality?

1	Daily	
2	Weekly	
3	Monthly	
4	Never	
5	Rarely	
6	Other (specify)	

2.3. Which of these platforms does the municipality use to communicate with you? (Please tick next to appropriate answer – you may tick more than one answer).

1	Council Meetings	
2	Television	
3	Newspapers	
4	Posters	
5	Brochures	
6	Banners and Flyers	
7	Information days	
8	Municipal Billboards	
9	Loud Hailing	
10	Municipal Staff	

11	Municipal Website	
12	SMS's	
13	News Letters	
14	Local Communicators Forum	
15	Social Media	
16	Other (specify)	

2.4 I find the following channels useful when it comes to communicating with the Municipality? (Please tick).

	Channels	Strongly Agree[a]	Agree[b]	Neutral[c]	Disagree[d]	Strongly disagree[e]
1	Council Meetings					
2	Television					
3	Newspapers					
4	Posters					
5	Brochures					
6	Banners and Flyers					
7	Information days					
8	Municipal Billboards					
9	Loud Hailing					
10	Municipal Staff					

11	Municipal Website					
12	SMS's					
13	News Letters					
14	Local Communicators Forum					
15	Social Media					
16	Other (specify)					

2.5 What channels do you use when giving feedback to the municipality?

1	Suggestion box	
2	Visiting the offices	
3	Reporting to councilors	
4	Write letters	
5	Telephone	
6	None	
7	Other (please specify)	

2.6 Are these feedback channels helpful?

		Very Helpful[a]	Sometimes Helpful[b]	Neutral[c]	Not Helpful[d]
1	Suggestion box				
2	Visiting the offices				

3	Reporting to councilors				
4	Write letters				
5	Telephone				
6	None				
7	Other				

2.7. How would you rate the overall communication of the Municipality? Indicate your answer by ticking the appropriate box where 1 represents very poor and 10 represents excellent

1 Very poor	2	3	4	5	6	7	8	9	10 Excellent

2.8. Indicate the extent to which you agree or disagree with the statements on the left side of the table.

	STATEMENT	Strongly Agree[a]	Agree[b]	Neutral[c]	Disagree[d]	Strongly disagree[e]
1	The municipality keeps me updated about events and changes that are to					

	take place in my area					
2	The municipality cares about the community it services					
3	The municipality communicates regularly with the community					
4	The municipality is honest and transparent with the community					
5	The municipality listens to the concerns and grievances of the community					
	The municipality is responsive the issues raised by the community (takes action)					
6	The municipality treats the					

	community with dignity and respect					
7	The municipality does good work in the community					
8	The municipality and its employees are competent and efficient at what they do					
9	I am very happy with the service we receive from the municipality					

3. Have you had protests in your area (municipal district) in the past five years?

Yes	
No	

4. If yes, what were the reasons for the protest? Tick next to appropriate answers – you can tick more than one answer.

1	Lack of housing (housing)	
2	Lack of land	

3	Lack of Education	
4	Lack of Toilet facilities	
5	Lack of running water	
6	Other (please specify)[1]	
7	Other (please specify)[2]	
8	Other (please specify)[3]	

4.1. If the municipality does not attend to your concerns as a community, how do you react? (Tick the appropriate box)

1	Just ignore them	
2	Write a letter to the municipality	
3	Strike/protest	

4.2.   Tick some of the causes for your strikes (If answer is strike/protest)

1	Lack of communication	
2	Poor service delivery	

5. How often do you have service delivery protests in KSD?

1	Very often	
2	Sometimes	
3	Never	

Thank you for your cooperation.