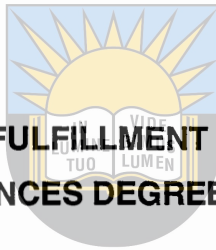


**AN EVALUATION OF THE IMPACT OF COMMUNICATION ON SERVICE
DELIVERY AND CUSTOMER SATISFACTION IN SELECTED MUNICIPALITIES,
EASTERN CAPE, SOUTH AFRICA**

BY

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**A DISSERTATION SUBMITTED IN FULFILLMENT OF THE REQUIREMENTS
FOR MASTER OF SOCIAL SCIENCES DEGREE IN COMMUNICATION**

University of Fort Hare
Together in Excellence
IN THE DEPARTMENT OF COMMUNICATION

FACULTY OF SOCIAL SCIENCE AND HUMANITIES

UNIVERSITY OF FORT HARE, ALICE

SUPERVISOR: DR. O.O. OSUNKUNLE

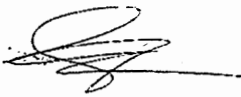
JANUARY 2015

Declaration

I declare that the following study is my original work except otherwise indicated. I guarantee that no similar work has ever been submitted by anyone at any other university or institution of higher learning.

S. Tyembile (Mr)

Signature:



Date: 20 January 2015

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Dedication

'To those of you,

Who never wavered and believed in me,

All the way..."

This to my Dad and Mum, for ensuring that I have a life through education and teaching me the basics of Christianity. I pray For God's grace and favour upon you. To my sister Phumza, you have been amazingly supportive throughout my studies at university level. I could not forget you for what you did for me.



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Acknowledgements

I want to extend my heartfelt gratitude to Jehovah, Ebenezer the Lord who has brought me this far. He is the one who enabled me to finish this project, "...great is thy faithfulness!"

Secondly I want to express my appreciation to my family. A big thanks to my father Mr. M. Tyembile, I know you are proud of me. The one who bears the sweetest name in the world, Mrs. N. Tyembile 'Methe', Mummy, you are the best; you inspire me in many ways and thank you for being my warrior, you are the Queen of my heart. To my sisters, Phumza and Nobulumko, thank you for the support. To my bigger sister, you inspire me with your hard work and thank you for helping me throughout my Masters. I owe you a lot and words alone cannot fully express my appreciation. I could never forget Mrs. N. Swelindawo, Mr. Z.S Swelindawo Mrs. N. Tyembile 'Mamkhulu', Mr. T.E Tyembile; you mean a lot to me and may God continue to bless you. .

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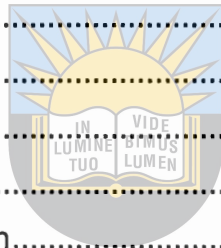
I am eternally indebted to my supervisor, Dr. O.O Osunkunle, for the encouragement and also the patience you had with me. You had many things you had to do, but you still always had time for me and need for guidance. I thank you Sir and may God continue to shower his blessings on you.

Abstract

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve service delivery and the lives of all. However, this study was to assess the impact of communication on service delivery and customer satisfaction in the selected municipalities in Eastern Cape Province of South Africa. The research involved the collection of qualitative and quantitative data through simple random and convenience samplings. The data were collected using survey questionnaires, focus groups and in-depth interviews at two municipalities namely; Lukhanji local municipality and Intsika Yethu local municipality. Subsequently, data were analysed using descriptive and Statistical Package for Social Science (SPSS) and through thematic analysis. The findings of this study showed that municipal executive, management, supervisors and the citizens or customers value communication in government because it gives support to service delivery and most of the communication programmes are effective. Nevertheless, the findings showed that a lot still needs to be done to improve municipal communication and also ensure more direct engagements and feedback with the communities.

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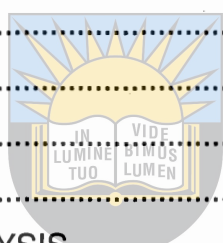
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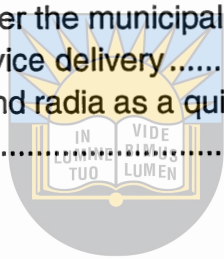
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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The approach to government communication takes its cue from the constitutional imperative of freedom of information and the objectives of building a truly democratic state. The free flow of information, accountability and media freedom are all fundamental tenets of a thriving democracy. This requires local government to maintain continued interaction with people. This communication promotes an informed and appropriate response to people's needs to enable all South Africans to become active and conscious participants in social transformation. It ensures that government is sensitive to the needs of the people. In addition, that is why the Local Government Association has introduced the communication strategy or plan for municipalities. Communication strategy is intended to be of benefit for all South African Councils. For some, it may act as a useful checklist to assist and ensure the council is covering all identified communication bases. For the other councils, the strategy can be used as a guide and implementation assistant. The key to the success of the strategy will be consistency of usage. The more South African Councils that operate within these principles, the more consistent the messages will be that are received around the country by residents and businesses. Moreover, the communication strategy is also intended as a guide rather than a template (although it can be used effectively for both) (LGA, 2013).

However, the municipalities, in response to this have adopted a Communication Strategy which usually reviewed on an annual basis. The council strategy review is conducted utilizing the legislative guidelines outlined in the Constitution of the Republic of South African Act 108 of 1996 Section 32 that gives a right to everyone to access any information held by the state. Municipal Systems Act 32 2000 Chapter 4, which requires public participation of communities and stakeholders Promotion of Access information Act No. 14 Of 2000 also indicate how communities can access information. The communication strategy is therefore guided by the particular municipality's Integrated Development Plan (IDP) which seeks to achieve the prescriptions of their vision and

mission, Provincial Growth and Development Plan and the SALGA National Communications Conference Resolution (2006). It is important to note that Local government is the corner stone of service delivery and the sphere of government that is closest to communities. It is therefore critical that municipalities develop and sustain adequate communication structures that can have an impact on service delivery and customer satisfaction and give effective platform for engaging in a proactive basis with its citizens or customers (Khosa, 2000). To ensure this, most municipalities have indeed implemented communication strategy usually developed for 5 year period, linked to the council term of office and reviewed annually. The advent of Communication Strategy has therefore brought about a systematic approach to government communication within the municipalities. However, effective communication remains a challenge for Eastern Cape regions as the communications section is understaffed and in some municipalities the unit does not even exist. For instance, currently in the Chris Hani District municipality, only 5 out of 8 local municipalities have communication sections/unit. Albeit this scenario, communication capacity and resource allocation has improved. It is no longer a situation where communities were relying only on the media as their main source of information because of reactive communication (GCIS, 2007).

According to Government Communicators (2013), in South Africa, the notion of public participation and communication has manifested itself as a key concept that has been directed towards the shaping of a participatory democratic and developmental state. As a result of this, media vehicles such as local/community newspapers and community radios have become a powerful instrument for providing a link between the community and the relevant municipalities. The main purpose of this study is therefore to evaluate the role and impact of communication on service delivery as well as customer satisfaction in local government with the specific reference to Lukhanji and Intsika Yethu municipalities which fall within the jurisdiction of the Chris Hani District Municipality in the Eastern Cape Province. The nature of these municipalities is different in terms of geographic patterns, one municipality is more rural than the other that is Intsika Yethu. The Intsika Yethu local municipality consists of 23 wards with 46 councillors, i.e. 23 ward councillors and 23 Proportional Representative (PR) councillors. Moreover, Intsika

Yethu municipality has 127 voting districts/villages and It is a new developmental municipality established from the merger of the former Tsomo and Cofimvaba municipalities that existed during the transitional Local Government period which were part of the former Amathole and Western District Municipalities, respectively (Local Government, 2013). The Lujkhanji local municipality consists of 27 wards with 50 councilors and it is the one of the oldest municipalities in the district and is established from Queenstown to Whittlesea. It has an estimated population of about 195 000 people living in 51 054 households. On average, there are 4 persons per household. The majority (91%) of the population remains Black even though there is a relatively high level of mix when compared to other eastern municipalities in the region. Lukhanji is a strategic and important economic sub-region in Chris Hani district. It has the highest concentration of urban settlements, industrial activity, commerce, transport infrastructure services; regional service centers (offices of government and NGOs), social development services (tertiary schools, specialist health facilities, and other amenities (Local Government, 2013).

However, during the 1990's communication became synonymous with results in both government and community. If citizens are to participate more in civic life, government officials must meet the growing challenge of disseminating essential up-to-date public information in timely fashion, and facilitating citizen input. Communication has subsequently become recognized as useful tool by local governments. Effective internal communication results in employee satisfaction and increased productivity, while good external communication is linked to strong supportive partnerships between governments and outside agencies and/or citizens (Wheeler, 2013).

1.2 Research Problem

Despite a reasonable body of literature on the subject of the impact of communication on service delivery and customer satisfaction, the lack of local empirical investigation on the linkage of the two variables poses a need for the present study. Effective communication and participation has been highlighted as a key component that

enhances the 'facilitating empowerment', given the potential of communication to both strengthen public participation and increase municipalities responsiveness to the poor (World Bank 2001: 106; Steiner 2007:177). It has been asserted that, 'the main purpose of communication is to improve democratic governance by facilitating the citizen participation' (Oxhorn, 2003: 22). This is because the decisions made at the local level more directly influence people, resulting in more trust, confidence and responsiveness (Campbell, 2003: 149-50). According to Global insight (2011), in Intsika Yethu Municipality an estimated (55.9%) people are living in dire poverty, with a human development index of 0.59 which shows that the levels of human development are still far too low. While also the unemployment and poverty affects a large number of people within the areas of Lukhanji Municipality. Given this background, this study concerns an assessment of the impact of communication on service delivery and customer satisfaction from the views of the public in order to gain insight into the perceptions of public on whether communication projects, activities, sway of communication sections and public participation have helped in advancing capabilities and freedoms of ordinary citizens. Furthermore, the researcher has not seen quite a number of studies published on the impact of communication on service delivery and customer satisfaction in the municipalities. Hence, the need to do an empirical study to evaluate whether the communication strategies have helped to address the speedy service delivery and customer satisfaction and in doing so, attempts to establish this by assessing whether public perceive communication section in municipality as having led to speedy service delivery and poverty alleviation by advancing capabilities and wellbeing of the poor.

1.3. Research Questions

1. How do the executive, managers, and politicians/councilors at Intsika Yethu and Lukhanji Municipalities value communication?
2. To what extent does the customers and citizens of the two municipalities perceive communication sections to be promoting service delivery?

3. To what extent does external and internal communication support service delivery projects at Intsika Yethu and Lukhanji Municipalities?
- ### **1.4 Research objectives and aims**

The main aim of the study is establish whether the political principals and the populace of Intsika Yethu and Lukhanji Municipalities have realised the impact of communication on service delivery and customer satisfaction in the municipality. In order to achieve this, the following objectives have been constructed:

1. To establish whether the executive, managers, politicians/councilors at Lukhanji and Intsika Yethu Municipalities value communication.
2. To assess the degree to which communication currently supports service delivery at Intsika Yethu and Lukhanji Municipalities.
3. To understand whether external and internal communication support service delivery projects at Intsika Yethu and Lukhanji Municipalities.

1.5 Research Methodology and design

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According to Leedy in Duplooy (2000:91), research design is a complete strategy of attack on the central research problem. In other words, research design is planning. It involves the process of planning what and how data will be collected (Leedy, in Duplooy 1997:88). The main aim of this study was to establish whether communication impact if there is any does lead to the good quality service delivery and citizen or customer satisfaction. The research thus seeks to assess the impact of communication and the perceptions of the residents of Intsika Yethu Municipality and Lukhanji Municipality. The research seeks to assess also the perception of municipal leaders/management on the role of communication in addressing problems and any issues of service delivery and customer satisfaction. To carry out this study, a deductive/inductive methodological orientation was utilized. Thus the methodology of the study was operationalised through quantitative and qualitative approach using survey questionnaires, focus group and in-depth interviews. A detailed discussion on Methodology for this study is on chapter three.

1.6 Significance of the study

This study is one of the few studies to focus specifically on impact of communication on service delivery and customer satisfaction at a local municipality level after wall-to-wall municipal boundaries were determined in South Africa in 2000. The importance of the research stems from the need to evaluate communication impact on service delivery, relevance and effects on addressing customer satisfaction. Another important thing about the study is the approach of providing both specific and integrated provisions of communication on services by not only the municipality but also the government at large.



1.7 Envisaged Ethical Issues

Ethical behaviour is of paramount importance in every research. The rights of respondents were respected, and they were questioned only if they are willing. The results have also been analysed as objectively as possible. Confidentiality was confirmed to the extent that the information uncovered reflected anonymity. Also, great effort was put to achieve maximum research accountability to the communities in which the study was carried out. Ethical clearance was also sought for and approved by the University of Fort Hare Ethical Committee. The copy of ethical clearance granted for this study is attached as appendix.

1.13 Envisaged Structure of the Dissertation

Chapter 1 introduces the study in terms of background and rational of the study, problem statement, research questions, hypothesis and objectives, as well as an outline of the chapters in the study. **Chapter 2** is a review of the literature on service delivery and customer satisfaction as well as the role and perception of communication on service delivery. Gives the theoretical framework on which the research is anchored;

rational for the choice of framework and the critiques being posed to the theoretical premise. The literature also critically looks at the relationship between marketing and communication on customer/citizen satisfaction as well as challenges of communication and service delivery. **Chapter 3** outlines the research design and methodology. Scope of the study, data collection, consisting the focus groups areas; target population and sampling technique. **Chapter 4** gives out the data presentation and analysis of the research in terms of subheadings on quantitative and quantitative data (demographic and general information of the respondents; media usage as communication vehicle; information of service delivery through communication vehicles etc.). It deals with data presentation, analysis and interpretation. **Chapter 5** is the concluding chapter; it contains recommendations and the conclusion drawn from the findings of the study.



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CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter looks at communication role in organisations (municipalities) and also seeks to review the related literature on the study. In this chapter, the researcher starts with defining communication, discuss communication, municipality and also gives an overview of Intsika Yethu Municipality and Lukhanji Municipality as the specific reference of the study. The natural setting of these municipalities is slightly different, the latter is too rural and the former is a bit urban. The chapter also focused on a comparison between the two municipalities and their communication affairs. Also discussed is the theoretical framework for the study, in that, communication theory “Hierarchy of Needs”/Motivation model; Relatively Deprivation theory; Stakeholder Theory and Government Relations were discussed.

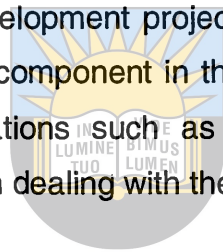


2.2 The importance of communication

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Communication in an organisation is an asset which has a big impact on the success of business. Communication serves a number of important functions in an organisation such as sharing and clarifying goals, identifying how goals are to be achieved; exerting control; motivating others; developing a sense of community and commitment; sharing information and creating common understanding (Calhoun, 2011). To support this, Du Plessis (2000) says that communication is the critical element that determines how various activities contribute positively or negatively to the successful functioning of organisations. This is because every decision taken, not only by management but also at all levels of organisations, has some communication implications- externally and internally and as also noted by MacGregon (1999) communication is an organisational asset which has an enormous bearing on the running and success of governmental business. Communication therefore serves a number of important functions in an organisation such as sharing and clarifying goals, identifying how goals are to be achieved, exerting control, motivating others, developing a sense of community and commitment and sharing information and creating common understanding. So,

communication in the organisation is central to the success of the business and must be taken into consideration in a quest to increase organisational competitive advantage (MacGregor, 2013). In addition, Poovalingam (2010) puts forward that communication is believed to directly affect the building of long term relationships with the stakeholders of an organisation. It is therefore, necessary to acknowledge the role of communication in building relationships between the various activities in the organisation and between the organisation and its stakeholders. This could simply mean that in organisations, especial in public sector, the idea of using communication for the purpose of advancing the goals of development received a boost, when it was realised that development has to do with the generation of psychic mobility and changing of attitude. It was also realised that the failures of certain development projects or service delivery had been due to the absence of communication component in the development calculus. This is why it is very important in organisations such as municipalities to put effective communication strategies in place when dealing with their stakeholders.

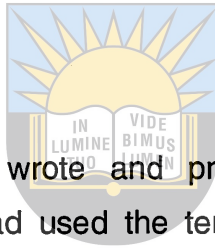


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Likewise, this supports the fact that the core scope and functions of communication in organisation are not exclusively about communicating information and messages, but they also involve engaging stakeholders and assessing the situation as communication is not only about '*selling ideas*'. Such a conception could have been appropriate in the past, when communication was identified with mass media and the linear Sender-Message-Channel-Receiver model, whose purpose was to inform audiences and persuade them to change. Not surprisingly, the first systematic research on the effects of communication was carried out soon after World War II, when communication activities were mostly associated with a controversial concept called propaganda. Currently, the scope of communication has broadened to include an analytical aspect as well as a dialogical one intended to open public spaces where perceptions, opinions, and knowledge of relevant stakeholders can be aired and assessed (Rawlins, 2006).

Moemeka (1991:47) further says that "communication in public sector departments involves the generation of psychic mobility or empathy, raising of aspirations, teaching

of new skills and encouragement of local participation in development activities.” However, the point to note here is that no amount of investment or provision of technology and inputs can bring any lasting improvement in the living standards of people unless they, themselves, change their attitude and behavioural patterns. The crux of the matter is that, it is people who can bring about development, and there can be no change for the better without their informed participation, without mobilising their capacities and energies, and without increasing their knowledge and skills. This is where communication comes in because it caters for these human dimensions. It also makes sense, when Goldhaber (1983) states that the ultimate aim of communication for organisation is the facilitation of the exchange of information for increased productivity and development.

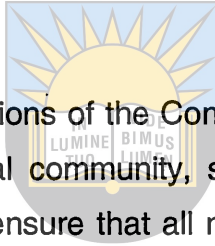


Nevertheless, Cornelissen (2010:07) wrote and presented that until the 1970s, communication related practitioners had used the term '*public relations*' to describe communication with stakeholders. This '*public relation*' function, which was tactical in most organisations or companies, largely consisted of communication with the press. When other stakeholders, internal and external to the organisation, started to demand more information from organisation, practitioners subsequently started to look at communication as being more than just '*public relations*' and this is when the roots of the new communication function started to take hold. This new function includes external communication to public, corporate advertising, internal communication to employees, issues and crisis management, media relations, investor relations, change communication and public affairs. An important characteristic of the new function is that it focuses on the organisation as a whole and on the important task of how an organisation presents itself to all its key stakeholders, both internal and external. Moreover, Quebral (1973) commented on development point of view and wrote that communication is the art and science of human communication applied to the speedy transformation of country and the mass of its people from poverty to dynamic state of economic growth that makes possible greater social equality and larger fulfillment of human potential.

The explanation given in the above gives a clear indication on how communication should work in the organisation and regarding this study, it also indicates how communication should be working in the municipalities. This is also gives clear direction on how communication can influence service delivery and citizen satisfaction in the municipalities.

2.3 Overview of Municipality

It is the part of government that manifests at grassroots level and that exists as a legal person, as well as being a key part of a set of governmental relationships and organisational systems.



A municipality is required to give provisions of the Constitution and in so acting to give priority to the basic needs of the local community, such needs are to promote the development of local community, and ensure that all members of the local community have access to at least the minimum level of basic municipal services (van der Waldt & Nealer, 2010:148). In the context of a developing South Africa, the following categories of municipalities are identified namely; Category A municipalities (metropolitan municipalities such as Tshwane Metropolitan city; Category B local municipalities, such as Intsika Yethu and Lukhanji municipalities that are being investigated in this study; and Category C district municipalities, such as Chris Hani District Municipality, of which Intsika Yethu and Lukhanji Municipality fall under.

2.4 AN OVERVIEW OF INTSIKA YETHU MUNICIPALITY AND LUKHANJI MUNICIPALITIES

2.4.1 Lukhanji Municipality

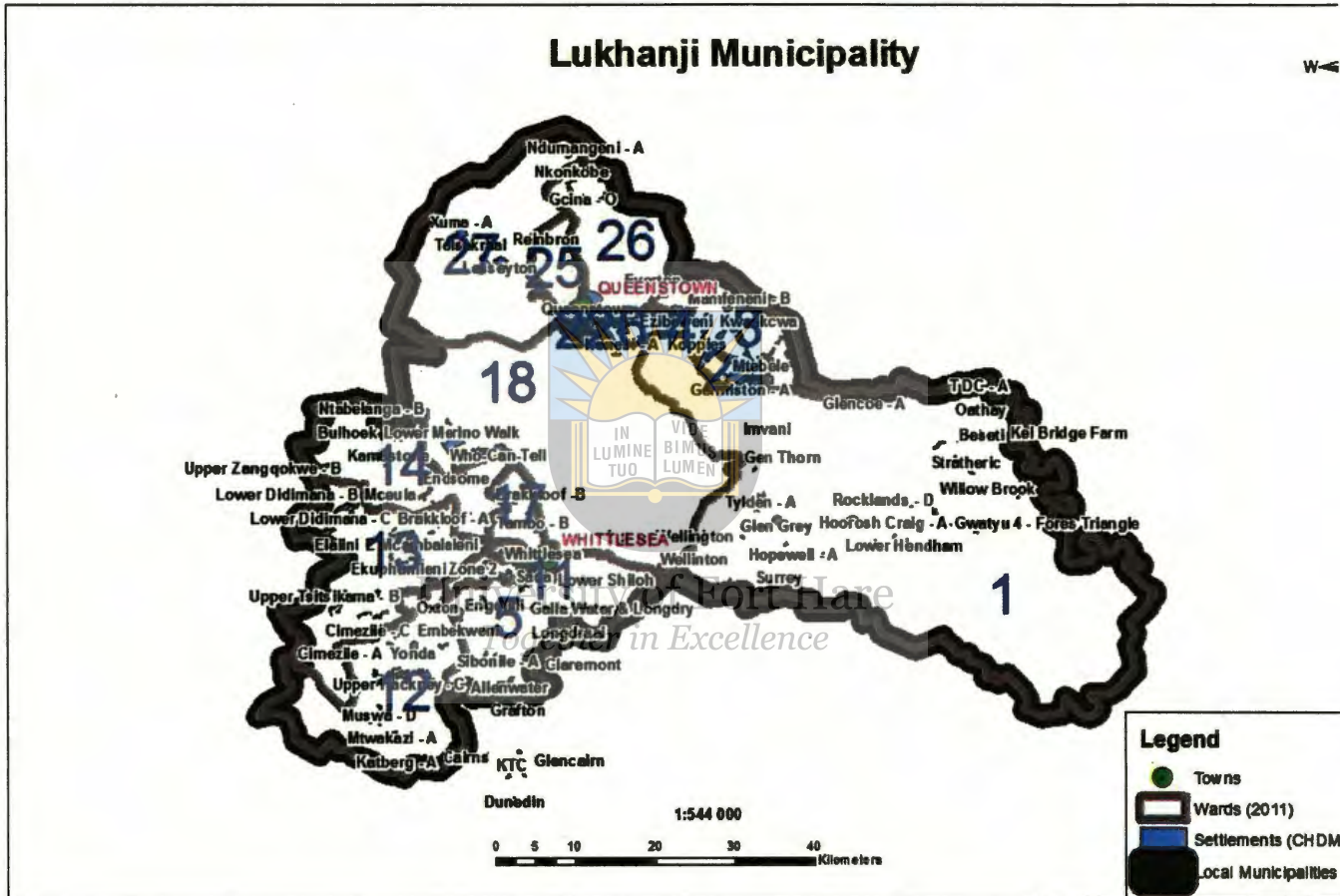
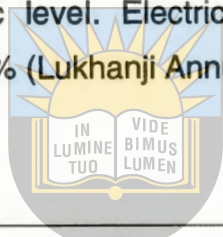


Figure: 1 Lukhanji Municipality Map produced and provided by CHDM GIS UNIT

Lukhanji municipality has an estimated population of about 195 000 people living in 51 054 households. On average, there are four persons per household. The majority (91%) of the population remains Black even though there is a relatively high level of mix when compared to other eastern (east of the kie river) municipalities in the region.

Lukhanji is a strategic and important economic sub-region in the Chris Hani district. However, it has the highest concentration of urban settlements, industrial activity, commerce, transport infrastructure services; regional service centers (offices of

government and NGOs), social development services (tertiary schools, specialist health facilities, and other amenities. Lukhanji has an estimate GDP of R2, 7 billion (Global Insight, 2008) and this accounts for over 48% of the district GDP of R5, 7 billion (Global Insight, 2008). The key economic factors indicate that 53% of population is indigent (with incomes of less than R1500pm). Queenstown has highest HDI (Human Development Index) in the region (0, 60) with unemployment estimated at 32% (official definition). Lukhanji economy has comparative regional advantage in trade, finance and transport sectors. The largest portion of household incomes is spent on food (23%), transport (14%) and finances or payment of policies (16%). analysis of service delivery backlogs in Lukhanji Municipality indicate that water is 8%, sanitation is 27% if accept the national policy definition of basic level. Electricity connection for households' backlog is 36% and refuse backlog is 5% (Lukhanji Annual Report, 2013).



2.4.2 Intsika Yethu Municipality

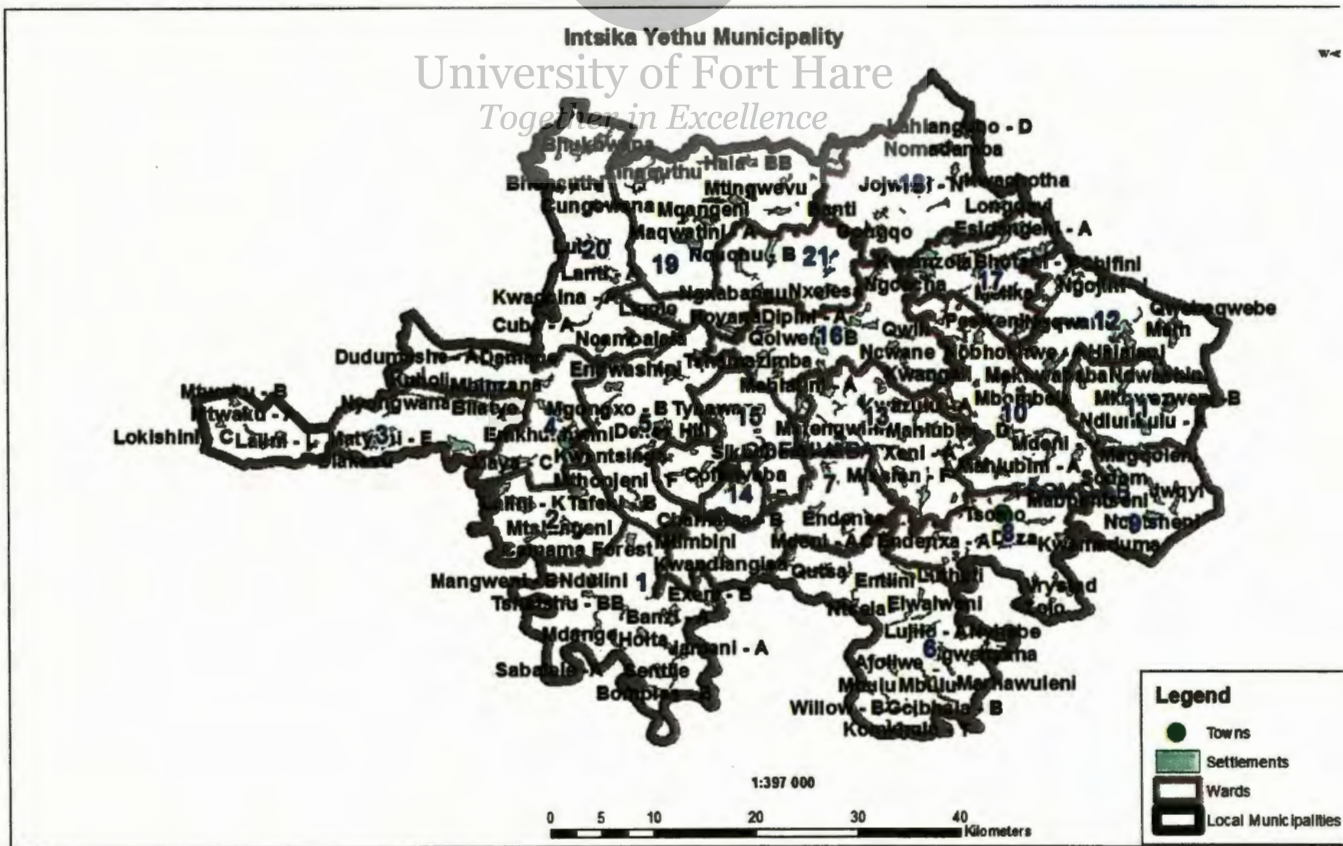


Figure: 2 Intsika Yethu Municipality map produced and provided by CHDM GIS

Intsika Yethu municipality is a democratically elected Category B municipality made up of the representative councilors and administration staff. It is one of the eight local municipalities found within the Chris Hani District Municipality. The municipality is purely rural with a population of about 194 000. Intsika Yethu Municipality practices its duties through its communities from all 23 wards. Therefore this municipality exercises its duties through its constituent communities and the municipality's jurisdiction is Cofimvaba and Tsomo consisting of 213 villages. Unemployment and poverty affects a large number of people within the municipality areas. The council forms part of the local sphere of government, closely located to the people. The Intsika Yethu Local Municipality exercises its duties and functions through its constituent areas. Africans represent the largest population group in the municipal area. The mini farming is the biggest source of livelihood in the area and also area of Intsika Yethu offers a diverse range of opportunities in industries linked to agriculture and other industries (Intsika Yethu Annual Report, 2012/13). The key features of the Local Economy of Intsika Yethu Municipality are farming which consists of grain, poultry and dried fruit secondly is growing tourism sector. Tourism is one other element that was added to the economic base of Intsika Yethu. This is slowly making Intsika Yethu noticeable on the tourism maps as it boasts with rich history of the country (Intsika Yethu Annual Report, 2012/13).

In terms of Section 9 of the Municipal Structures Act, 1998 (Act 117 of 1998), both Intsika Yethu and Lukhanji local municipalities are category B municipalities with a plenary executive type of municipality. In terms of section 155 (1) of Chapter 7 of the Constitution, the difference between a category B and C municipalities is that a category B municipality shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls, while a category C municipality has municipal executive and legislative authority in an area that excludes more than one municipality. There are eight (8) local municipalities affiliated under the Chris Hani District Municipality, namely, Inxuba Yethemba, Tsolwana, Inkwanca, Lukhanji, Intsika Yethu, Emalahleni, Engcobo, and Sakhisizwe (SALGA, 2010).

2.5 Communication in local government (Municipalities)

Communication structures, systems and processes at local government sphere are in informative stage and may not be well-capacitated to meet the communication challenges that play themselves out from time to time. However, there are strategies in place at the Local Government such as Municipal Structures Act, 1998 (Act 117 of 1998), Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), the Promotion of Access to Information Act, 2000 (Act 2 of 2000), and the Constitution of South Africa, 1996 (Act 108 of 1996), place unique obligations on local-government communicators and demand high levels of transparency, accountability, openness, participatory democracy and direct communication with the people in improving their lives (GCIS, 2013). This is because the involvement of people as agents of social change is significant in implementing government's POA (Programme of Action) in general and of local government in particular, through the IDP (Integrated Development Planning) process. Therefore, it is important to highlight that the challenges of local government service delivery are inextricably linked to the concrete building of partnerships with the stakeholders. The communication system should also therefore enable local government to communicate in an efficient, co-ordinated, integrated and coherent fashion. Building capacity, both human and capital, in the local government sphere is therefore fundamental to ensuring that government's central message as outlined in GCIS (Government Communication Information System) is communicated in an integrated, consistent and co-ordinated manner (GCIS, 2013).

GCIS (2011) also presented the current communication scenario in the third sphere that between 2003 and 2004, the South African Local Government Association (SALGA), with the support of GCIS, concluded preliminary research on the status of communication in municipalities. In broad terms, the study revealed that communication at municipal level was not properly institutionalised or systematised. These findings were elaborated on during 2005 by hosting workshops on the local government communication system in all provinces. While significant detail was found, in general terms, no real system of communication existed across the three spheres of

government and by and large, municipalities did not properly interface with communication processes of national and provincial government. Similarly, the flow of information, especially to municipalities, from other parts of the system of government communication is random or even by chance. GCIS (2011) sought four areas to develop communication at local government and the four broad areas discussed below were (are): governance and advocacy, communication, capacity building and structures and systems.

2.6 Governance and advocacy

There is a need to ensure proper governance and advocacy as government strives to improve service delivery and stakeholder relations. This therefore means that municipalities' communication services need to operate within a policy framework which is developed in conformance with the prevailing local government legislation but considering precedents set by prevailing norms and standard guiding the system of government communication generally. It is also important to note that political leadership and oversight of the communication function locally is a critical success factors in ensuring healthy communication with citizens. Kasthuri & Dayanethie (2007:02) wrote that members of a good organisation, at all levels, communicate with business colleagues, customers, shareholders, the media and members of the public on a daily basis to ensure success. This becomes very important because no organisation can function properly or reach its goals without a good system of communication. Van Staden (2013) wrote and presented that there are advantages of communicating effectively with customers or citizens which include better customer relationships, saving time and money, more effective decision-making and successful problem-solving.

It must therefore be noted that it is only when communication functions are properly reported on and accounted for, monitored and evaluated, that the municipal communicators are able to effectively support the implementation of a municipality's programme of action. Institutional arrangements need to be placed to ensure co-ordination of an integrated and coherent system of government communication from the national to the provincial sphere. This cannot be random but must be intentionally

planned and enable to ensure that communication information reaches all government communicators. This suggests that certain institutional arrangements should be in place at municipal level as well as at intergovernmental system level to ensure effective interface of communication from all spheres such as risk communication, crisis and emergency communication, media liaison, event management, advertising and marketing, internal communication, institutional arrangement and communication cycle (GCIS, 2011). However, it is also important to note in this regard that oversight, monitoring and reporting of these processes should be done in the mayor's forum meetings and in the relevant political working group of SALGA. In addition, district/provincial communication core teams should be strengthened as provincial implementation hubs. Awareness-raising roadshows among mayoral committees should be undertaken by provincial core teams.



2.7 Communication programme in local government.

Communication is a not stand-alone or self-serving discipline, and the hallmark of communication in service delivery intervention is the explicit and implicit desire to change the way people behave. The role of communication experts is to design and implement a communication message or system of information flow that would trigger reactions leading to the adoption services being delivered and desirable behavioral patterns of the people (Nobuya 2007:24). That system is a strategic and planned process aimed at supporting the implementation of the policy and programmes designed by government to better the lives of the people. As such, municipality must have a dedicated communication capacity which puts in place an intentional and planned communication programme. Also, strategising for communication needs to be frequent and ongoing exercise in the life of municipality as local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication such as media liaison, marketing, advertising and branding, direct, intensive unmediated communication and more importantly, community liaison. As such, a municipality's communication strategies need to address not only the varied

functions of the municipality, but the widely distinct target groups' resident in any municipality.

2.8 Capacity-building

There is a need to create an enabling environment for structures and process for coherent communication. The following were identified as key skills needed to build capacity and consolidate the local-government communication system and they include Community liaison, networking, facilitation, negotiation, research, media liaison, communication planning and strategy, event management, understanding of government policy and linguistic or communication skills. The GCIS, the Department of Provincial and Local Government (DPLG), SALGA and provincial Head of Communication should ensure that the government communication system and provincial communication strategies help shape the character and nature of local-government communication system to ensure government communicates with one voice. This would be aided by the effective use of forums/platforms where co-ordination and networking can take place, both in a formal and non-formal way. Research and various provincial audits has also shown that the communication function at municipal level is hardly resourced. The scenario has, however, shown significant improvement since the 2002 Conference on Local Government Communication (GCIS, 2011).

2.9 Structures and systems

Communication sections and structures are arranged in a manner that enables them to serve a number of target audiences (internal and external) and meet the communication objectives of the local government. It is a trend that communication units are politically accountable to Office the Mayor, while administratively they report to the Office of the Municipal Manager. However, Gerrit (2012:79) agrees that communication section should ideally be situated in the Office of the Municipal Manager. As communication is a strategic function that should be consciously planned, dedicated institutions for this are

therefore required at municipal level. Best –practice models on how to optimally structure a communication unit in government are available but lack standardisation across municipalities. This is because guidelines in this respect as well as job descriptions, performance agreements and Key Performance Areas (KPA) for incumbents of such posts are not uniformly applied. Such arrangement to be located within the prevailing institutional and employment arrangements applicable to the third sphere which are different from those of the national and provincial spheres.

It is also important to point out that guidelines to regulate the way national and provincial government collaborate around communication functions have been developed by GCIS, which include the fact that district communication forums should be established as communication co-ordination points in all district municipalities. This should also entail effective monitoring of such by the relevant political provincial intergovernmental relations forums. In addition, communication structure at district municipal level should be recommended. Also, each provincial local government core team should establish the necessary intergovernmental rapid response teams aimed at crisis communication-support initiatives in municipalities encouraging protest actions. In addition, Provincial core teams must assist in communication capacity development, communication strategising and strategic interventions in specific municipalities when problems arise.

2.10 Improving communication at local government level

It is very important that communication at local government level be always improved and for instance the imbizo approach should be implemented on an ongoing basis annually in the municipality communication cycle through ‘Mayor and Ward Councillors meet the people initiatives (SALGA, 2009:7; GCIS, 2010). Communication unit in Municipal level should therefore be focused on improving communication at municipal level. For instance, as mentioned before in this study, there should be a communication unit located in the office of the Mayor but with administrative accountability to the Municipal Manager of municipality. This unit ideally comprises officials to handle the following functions such as internal and external communication, including the imbizo programme; media and stakeholder liaison; media production; and marketing and

branding. It is also important that municipal communicators should have access to the executive committees and other decision-making bodies of municipalities. In addition, regular communication strategising meetings should be held in the municipality to provide communication guidance and municipal communication officers should be represented on the provincial government communication forums (SALGA, 2009:8). All these are to ensure an efficient communication flow within and outside the municipality.

Furthermore, Cornelissen (2010:03) says that corporate (new) communication demands an integrated approach to managing communication. Unlike a specialist frame of reference, corporate communication transcends the specialties of individual communication practitioners (e.g., branding, media relations, investor relations, public affairs, internal communication, etc) and crosses these specialist boundaries to harness the strategic interests of the organisation at large. Cornelissen (2010: 04) in his paper, highlighted the views of Richard Edelman, CEO of Edelman, the world's largest independent PR agency, who noted the strategic role of corporate communication as follow: "we used to be the tail on dog, but now communication is the organising principle behind many business decisions". The general idea is that the sustainability and success of a company or organisation depends on how it is viewed by key stakeholders, and communication is a critical part of building, maintain and protecting such reputations. It must be noted that communication in the municipality is also not only about the institution but is about improving the lives of the citizen or customers the municipality is serving.

2.11 Communication as integral part of governance

It is crucial that the communication function is seen as an integral element of governance and service delivery. Hence, Nobuya (2007) in his paper says that a greater and more effective integration of communication into (development) service delivery programmes is only possible if its strategic values are widely recognised. In reality, development projects tend to relegate communication components to secondary importance with earmarked relatively small budgets (Deane 2004; Waisbord and Larson

2005 in Nobuya, 2007). However, Millennium Development Goals (MDMs) put forward health, poverty and other human development issues at the center of the global development agenda and for the first time Fukuda-Parr (2004) in Nobuya (2007:02), present unique and important opportunities for the communicators to showcase communication strategies as an effective interface capable of making development programmes more communicative, hence, effective. It is also important to note that communication can make development interventions more vernacular, and more sensible to specific local context. This also means that effective use of communication for service delivery purposes can also make development initiatives scalable by employing different communication techniques and devices that address varying spatial requirements for local, regional, national and international levels of action. This is because communication can create a favourable ecology for development programmes.

Moreover, going beyond the notion that communication essentially plays a supportive role in assisting the core development efforts, some communication practitioners have started to recognize communication as the objective in and of itself, seeing that communication empowers people (Melkote 1991). The view is also that communication enables expression and dialogue; raise awareness of socio-structural problems; and fosters self-reflection among marginalized and disadvantaged populations (Nobuya, 2007). Comprehensive Communication and Marketing strategy in the municipality therefore, should help the institution to propagate information in a structured and controlled manner. It asks for response/ feedback, provides information, encourages, action, increases awareness, builds consensus, and seeks to change behavior as it is believed that people have a right to know about: the services, performance (what are they doing well and what need to improve), how are they spending money and decision being made and how are they taken. The general view of the citizens is that basic service delivery should be progressing well and communities take note of this.

Nonetheless, the increasing spate of protests around the district or municipalities being investigated in this study (Lukhanji area and Intsika Yethu municipality by the officials and communities they serve) create a different impression. However, Local Municipalities are responding well to prioritization of communication but further, effort is

needed to encourage communication to thrive in the district of the two municipalities being investigated. In addition, communicators are still not exposed to firsthand information by being part of management meetings while GCIS (2011) noted that communicators should have access to engage directly with any sitting in the management of the municipality including councilors and EXCO. This is also to allow for inputs that will help the municipalities to function better.

2.12 Communication within internal environment

Yvonne (2007:57) cited (Gronroos, 2005) who introduces the concept of total communication impact (everything the organisation says about itself and its performance and everything the organization does that has an impact on the customer and the service-oriented approach) to minimize the size of the gap between the expectations and experiences, determining the quality perception. The interrelation of various means of communication and their effects are highlighted together with the factors such as the technical quality of services, culminating in the total service-oriented image or brand of the organization. However, Yvonne (2007) was of the view that it is important to note institutions that lack communication, employee empowerment, employee trust in senior management and inflexible and highly bureaucratic institutional structures as some of the most important barriers of total quality management. All of these barriers relate to communication problems, thus creating gaps according to the Gap Analysis Model.

However, in the case of municipalities, municipal councilors and employees are the ambassadors of local government and therefore should be eloquent with the knowledge of government policies, programmes, plans, achievements and challenges. Moreover, in some instances, staff members do not understand the inner workings of government or its programmes. In the survey conducted by Department of Local Government in 2011, there is evident of communication gap between managers and their staff members. The municipalities have been characterized by acts of disharmony resulting in continued leaks of information to the media and anonymous circulation of labeling information (GCIS, 2013).

2.13 Communicating within external environment

In the municipality, prevailing community environment should be informed by periodic environmental assessments, imbizo, issues raised in the Presidential hotline, feedback received through social media, and website, information days, stakeholder engagements and IDP Road shows. Recently, municipalities in Eastern Cape within Chris Hani District jurisdiction have encountered a series of protests and petitions ranging from service delivery and demarcation issues. As a result, it was found that limited understanding of municipal/government processes and project cycles, create the perception of poor service delivery (GCIS, 2011).

Furthermore, according to Gerrit (2012:79), communication section/unit should operate within the Municipal Managers' Office. Therefore it is important to note that in this regard, the strategic manager should work with the spokesperson for the municipality on strategic and operational issues. The municipal manager should ensure the integration of communication function within the municipality's decision-making processes and the integration of strategic communication planning in the overall planning of the municipality. Heads of directorates are responsible for ensuring compliance with the municipality's communication policy and procedures; attending to media inquiries through communication unit; ensuring that key communication issues and priorities are identified annually in line with the municipality communication strategy and ensuring that programmes in their directorates have communication action plans, which are prepared in consultation with communication unit.

2.14 Head of Communication in Municipality

Local Government Association (LGA, 2011) in National Conference on Local Government Communication themed "Communication for Development and Better Service Delivery in the Age of Hope" NCLGC 2006 presented that the head of communication serves as the municipality authority on communication issues. He/she is responsible for coordinating all communication activities in the municipality. In this regard the communication unit, should support and co-ordinate all communication efforts with the main aim of enabling the Mayor and Municipal Manager to perform their

function as chief communicators; should provide strategic advice counsel with regard communication policy development, programme planning and produce publications for information dissemination, implementing and managing communication actions such as campaigns, events, advertising, design and printing of communication materials, audio-visual and still communication, marketing and communication research. This therefore means that the Head of communication has a responsibility to coordinate and ensure effective functioning of communication activities with the municipality as well as with stakeholders

2.15 Importance of Communication Forum in municipality

The communication forums are knowledge sharing consultative structures and not decision making and communication forums have to be aligned with the political IGR structures (LGA, 2011). A communicators' Forum comprised of communication staff from district and local municipalities, Community Development Workers (CDWs), government departments and parastatals, GCIS, Office of the premier Representative in the area exists and meetings under normal circumstances should be held monthly. The forum is a strategic platform for information sharing and communication coordination in the municipalities that seek to empower the communities with knowledge that will enable them to make informed decisions on service delivery related issues and government policies.

2.15.1 Municipality's Media Relations

Communication unit is the municipality's first line of contact with the media and is responsible for co-coordinating all media relations. The following procedures have to be followed with regards to media liaison. Firstly, it is advisable that before responding to media queries, communication unit be consulted. In a situation where this is not possible, the response must be signed off by relevant Head of Department and copied to Head of Communication. Secondly, all media queries must be referred to the communication unit who will then engage with the relevant line functionaries for an adequate response. Also the communication unit should ideally at all times coordinate interactions with the media, such as media conferences, briefings, letters to the media

and advertising. The communication unit is responsible for media evaluation and monitoring. Items of importance should be circulated to those impacted upon, either for information purposes or for a draft response. Media queries should be dealt with within the stipulated deadline or otherwise within 24 hours. Inquiries received after hours should only be dealt with during office hours unless there is obvious urgency or instruction to do so. Inquiries from the media should be in writing, responses should to be supplied in writing except for radio and television interviews and media queries must be treated as top priority (GCIS, 2011).

2.15.2 Role of internal communication in municipality

Internal Communication is a two-way communication within the municipality that strengthens internal stakeholders' identification with the municipality itself. Through a constant feedback with its internal publics, it is possible to monitor the overall health of the municipality, the level of participation in sharing the municipal goals and strategy and their effect on the municipality's reputation. According to Deetz (2001: 5) in (Invernizzi, 2013), there are two possible definitions of internal communication firstly, it can be defined as "a phenomenon that exists in organisations" or as "a way to describe and explain organisations". According to the first model, the company is a mere container in which communication simply happens; on the contrary, to embrace the second approach means to recognise the value of internal communication as one of the dominant activities within organisations, in which employees share information, create relationships and contribute to shape organisational values and culture Berger (2009) cited in (Invernizzi, 2013). However, the importance of internal communication has not always been as clear as today to the organisational leadership. The relevance of exploring effective ways of management communication lies in the fact that internal communicators should first analyse the structure of the organisation and its management approach before setting the appropriate goals and objectives for their programs Grunig & Hunt (1984) cited in (Invernizzi, 2013). Hamrefors (2009) noted that today, the approach to internal communication must be more complex on account of new media and multidirectional communications; communicators are asked to link

employees to the business, instruct leaders on how to communicate effectively and play an advocacy role in strategic decision-making.

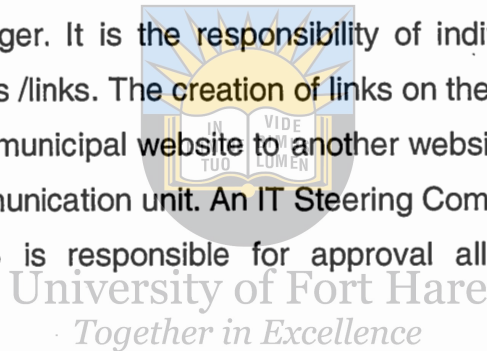
Communication ought to create situations in which employees are guided by stable concepts common to the whole organisation, but at the same time are stimulated to enrich their activities with variability. The main purpose of internal communication is to facilitate and manage the flow of information within the municipality or organisation in order to create an informed workforce. Internal communication involves information about municipal programme, relevant human resource information, and other useful information that staff may have an interest in. The following communication tools and mediums should be used to communicate with staff meetings, all users email, newsflash (inner view) & internal newsletter, intranet and posters.

2.15.3 Role of external communication in municipality

The main purpose of external communication is to inform stakeholders of services and programmes of the municipality. Different communication tools and mediums should be used to communicate with stakeholders such as Billboards, Radio, Television, Road shows, Exhibitions, Summits, Workshops, website, facebook, twitter and newspapers (LGA, 2011; SALGA, 2011). It is important to note that all external campaigns or events should be done in consultation with the communication unit in the municipality. For the production of communication materials, the communication unit must be consulted on communications material that is produced on behalf of municipality. Where there is a need to advertise the communication unit is responsible for co-ordinating advertising activities (with the exception of vacancies and tenders in the print media). Corporate identity: communication unit is responsible for the corporate identity of the municipality. This responsibility includes the look and feel of the municipality buildings; the type of communications material that should be used by municipality i.e. folders, letterheads, business cards etc.; the way communication material is used and produced i.e. the font, use of logo's, corporate identity, etc. the logo should be as the prescribed in the Branding Manual (GCIS, 2013). Branding and Promotional material: promotional material using the corporate identity of the municipality may only be used for official purposes. The production of such material must be authorised by the communication

unit. Branded merchandised is an integral part of the municipality corporate identity and as such cannot be developed without the approval of the communication unit (LGA, 2011).

The use of the municipality logo on projects not initiated by the Municipality has to be approved by the communication unit. Strict adherence to the corporate identity is a given with the development of any branded material. Website: the municipality's website serves as its window to the public and as such the communication unit has the following responsibility: the head of communication unit or a delegate official/s has the responsibility of placing and removing material from the municipal website. Information will be placed on site only after the approval of a Unit Head or a delegated official not lower than the rank of Manager. It is the responsibility of individual units to provide information for their web pages /links. The creation of links on the municipal website and or acceptance of a link of the municipal website to another website should only be done after the approval of the communication unit. An IT Steering Committee made up of ICT, communication officials, GIS is responsible for approval all ICT related projects (SALGA, 2011).



Looking at the issues of copyright the municipality owns all publicity material and information it has paid for or created. Consequently, the reproduction of any such material requires the approval of the municipality. Copyright to the municipality allows the municipality the freedom to allow others to use the material without paying fees to the original producer. It also gives the municipality the authority to prevent misuse of the material by the producer or anyone else. Exhibitions: communication unit is responsible for branding and corporate identity of the municipality thus, the unit should be consulted when departments are taking part in the affairs and exhibitions on behalf of the municipality.

2.16 Public participation in local government

Public participation is an elusive concept which acts as an umbrella term for a new style of development planning intervention. Furthermore, this holds the view that it is impossible to suggest a development strategy or intervention which is not participatory

(Siphuma, 2009). Kumar (2002: 23) in (Siphuma, 2009) also holds the view that public participation means different things to different people. Public participation includes the people's engagement throughout the decision making process, in implementing programmes, in the sharing of the benefits of development programmes and efforts to evaluate such programmes (Siphuma, 2009). It is for those reasons that public participation is linked with communication at municipal level.

Citizens' participation research has progressed significantly over the last two decades (Thomas 1993; Cooper, Thomas, and Meek 2006; Reddick 2011; Royo, Yetano and Acerete 2011; Scott 2006; Yang and Callahan 2005) cited in (Kim & Lee 2012). Researchers and practitioners have emphasized citizen participation in public administration as a means of collaborating with citizens to promote democratic values such as transparency and accountability. Kim & Lee (2012) further discussed that deliberative and collective action strategies of civic engagement are the most promising ways of involving the public and centering public management around the citizens. Several scholars also emphasize that government effort to provide more opportunities for citizens' participation and input in government performance evaluation and policy decision-making is an important strategy for improving trust in government.

2.17 Overview of Service Delivery in Local Government (Municipalities)

A municipality has a duty to give priority to the basic needs of the community, promote the development of the local community and ensure all citizens have access to at least the minimum level of basic municipal services. However, it is also important to note that the municipal council must adopt a tariff policy on the levying of fees for municipal services, and by-laws must be adopted to give effect to the policy (sections 74 and 75) (van de Valdt, 2010). Furthermore, Khalo (2010) noted that services relate both to the provision tangible public goods and to intangible services themselves. The basic municipal services are municipal services that are necessary to ensure an acceptable and responsible quality of life and, if not provided would endanger public health or safety or the environment. It is also presented that municipal services must be equitable and accessible therefore it must be provided in a manner that is conducive to prudent, economic, efficient and effective use of available resources as well as the improvement

of standards of quality over time be financially and environmentally sustainable; and be regularly reviewed with a view to upgrading, extension and improvement (van de Valdt, 2010:148).

However, Ngubane (2005) noted that various policies, framework and legislations have been put in place by the South African Government to enable effective service delivery to its people. Ngubane (2005) also cited the White Paper on the Transformation of Public Service (WPTPS) (1995:2) that sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African service will be judged by one criterion above all. This criterion is the effectiveness in delivering services that meet the basic needs of all South African citizens. Improving service delivery is, therefore, the ultimate goal of the public service transformation programme and has to be the main target for all government institutions. The purpose of White Paper is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. Improving the delivery of public services means redressing the imbalances of the past and, while maintaining continuity of services to all levels of society focusing on meeting the needs of the 40% of South Africans who are living below the poverty line and those, such as the disabled and Black women in rural areas, who have previously been disadvantaged in terms of service delivery. Improving service delivery also calls for a shift from inward looking bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, which is better, faster and more responsive to the citizens' needs. It also means a complete change in the way services are delivered. The objectives of service delivery, therefore, include welfare, equity and efficiency WPTPS (1995:3) in (Ngubane, 2005: 46)

Ngubane (2005) also noted that there has always been a question as to who is entitled to the municipal services. It is obvious that the local community is entitled to the provision of municipal services but a clear legislative meaning of the term '*local community*' is necessary to obviate any misinterpretations. Section 16 of the Local Government, Municipal Systems Act, 2000 (Act 32 of 2000) propounds that '*local community*' in relation to a municipality means that body of persons comprising of the

residents of the municipality; the ratepayers of the municipality; any civic or non-governmental, private sector or labour organizations or bodies which are involved in local affairs within the municipality and visitors and other people residing outside the municipality who, because of their presence in the municipality, make use of services of facilities provided by the municipality and include more specifically, the poor and the other disadvantaged sections of such persons.

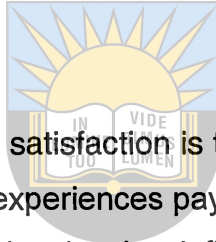
2.18 Customer/citizen satisfaction in municipal services

Customer satisfaction is a function of perceived service quality and expectations. In addition, customer satisfaction or dissatisfaction is a well-known and established concept in several sciences. In marketing and consumer research, customer satisfaction has been used with the aim of describing difference between specific alternative and brands (van de Valdt, 2004:148). According to Khalo (2004), economists have used customer satisfaction as a common denominator to describe differences between product groups and industries and also customer satisfaction cannot be measured directly using an objective measure. However, Jan Van Ree (2009) puts forward that service quality for customers is an elusive and indistinct construct that is difficult to define and measure and has drawn that from Rathmell (1966) Pirsig, (1974), Crosby (1979), Garvin (1983) Parasuraman (1985), Carman (1990), Cronin and Taylor (1992) and Grönroos (2000).

Over the last three decades, however, various researchers have sought to define and measure the concept of service quality (Lewis and Booms, 1983; Grönroos, 1984; Parasuraman, 1985 and 1988; Carman, 1990; Cronin and Taylor, 1992; Teas, 1993; Westbrook and Peterson, 1998) cited in Jan Van Ree (2009). Although the operationalisation of service quality differs from researcher to researcher, one can clearly identify two schools of thought, one group of researchers supporting the disconfirmation paradigm of perceptions minus- expectations; and one group supporting the performance-based paradigm of a perceptions only version of service quality (Jan Van Ree, 2009). According to Grönroos (1984) in Jan Van Ree (2009), consumers evaluate (perceived) service quality by comparing expectations with experiences of the service received. In line with this thinking of Lewis and Booms (1983) in Jan Van Ree

(2008) whom they stated that service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service therefore means conforming to customer expectations on a consistent basis.

Furthermore, Jan Van Ree (2009) has followed the writings of Sasser (1978), Lethinen and Lethinen (1982) and Grönroos (1984) and extensive focus group interviews held by Parasuraman (1985) which affirmed that service quality is derived from the comparison between a consumer's expectations for service quality performance versus the actual perceived performance of service quality (perceptions-minus-expectations). In addition, Parasuraman (1988) in Jan Van Ree (2009) stated that perceived service quality is viewed as the level of discrepancy between consumers' perceptions and expectations.



While Garrit (2010) notes that customer satisfaction is the accumulated experience of a customer's purchase and consumption experiences paying for government services and products. Moreover, customer satisfaction is also influenced by two factors namely; expectations and experienced service performance. As noted by Garrit (2010) perceived performance is influenced by consumers' perception of service quality, marketing mix, brand name and image of institution (Gerrit, 2010:150). He also says that with public services operating as monopolies, dissatisfied user cannot exit from the relationship without changing patronage. Apart from exit from the region, voicing their dissatisfaction in order to influence the service offer becomes the only alternative. In essence, Industries and organisations such as municipalities may be classified as customer-oriented if they market differentiated products and services heterogeneous customer preferences.

Garrit (2010) concludes that customer satisfaction is influenced by expectations and perceived service quality. That is why Berndt (2012) discusses that the degree of customer satisfaction and loyalty consequently becomes an indication of customer-orientation. Attitudes and beliefs are influenced by previous experience and people with prior experience will base their attitude and beliefs on experienced product or service quality. People with little or no experience may base their attitude and beliefs on

reputations. As noted by Berndt (2012), consequently, reputation or brand image may be aggregated to macro level through the concept of country of origin. Furthermore, it is important to note that companies operating within a region have the experience of the business services offered by government while companies located outside the region have no experience with the business policy offered by government in that region. Their decision with regard making use of the capability in the country is partly based on the country's or region's reputation and advice from people who may have the expertise (Gerrit, 2004:151).

2.19 Customer Service Standard

The recognised challenge in this objective lies in offering public services more in line with the needs of the users with fewer resources that is increased efficiency and effectiveness. Garrit cites Andreassen (1994:16) and notes that improving the public sector's performance can best be achieved by improving effectiveness. This is because public institution has as its primary objective the promotion of the general welfare of the inhabitants it serves. It is therefore essential that a public institution such as municipality obtains clarity with regard to who its clients are, what their needs are and what action is going to take to satisfy their needs. It must also be noted that part of its transformation of the Public Services, the government is engaged in ensuring a better roll-out of services, especially to the previously disadvantage sections of community. To achieve this objective, and in an effort to improve not only service delivery but also customer care and consideration, the Government has launched the Batho Pele campaign.

Furthermore, to support this, Invernizzi (2013) puts forward that the introduction of citizens' charters and standards is about giving more power to the citizens. What are equally important are the responsibilities in providing a public service and citizens' charters are not only about accountability and standards, but include standards, openness, information, choice, non-discrimination, accessibility and redress – which are closely related to the Principles of Batho Pele. To ensure that the key aspects of the Citizen's Charter in the South African public sector is upheld, government decided to include more emphasis on privatisation of state-owned assets, wider competition to reduce monopolies and control prices, further contracting out (Public-Private

Partnerships), more performance-related pay (performance-based contracts and performance plans), published performance targets (focusing on outputs and outcomes), publication of information standards achieved (service standards), more effective complaints procedures, tougher and more independent inspectorates (audits) and better redress (Invernizzi, 2013).

In support of this, Garrit (2004) also wrote that over the past 50 years, government has become synonymous with delays, inefficiency, shoddy customer service, and radically transformed through the policy called Batho Pele or '*People First*', which sets out eight principles to regulate the behavior of public servants and politicians. The Batho Pele policy ensures the transformation of service delivery, resulting in more satisfied public client base. Improving public service delivery matters not only to the individual users of services but to the whole community. However, the Batho Pele principles for transforming public service delivery, as contained in the policy framework, must be translated into action. This is necessary as the South African Public Service is generally perceived as not progressing as effectively as it ought to in implementing the principles underlying the transformation of the public service delivery. A further constraint is the fact that the Public Service is still operating within an over-centralised, hierarchical and rule-bound system. In accordance with the Batho Pele principle of consultation, it is necessary that all national and provincial departments consult the public regularly and systematically about service currently provided and the provision of new basic services to those who lack them.

2.20 Customer Dissatisfaction and Complaints

A complaint is an expression of dissatisfaction about the standard of service, action or lack of action by council, affecting an individual citizen/customer or group of customers (Brennan & Douglas, 2013). This is because consumers expect quality service and complaints, as above states, generally arise from dissatisfaction with products or services and they occur when organisations fail to meet customer's expectations. It is also evident that common causes of complaints include failure to do something when

promised, inefficiency, rudeness, delays, failure to keep customers informed of changes and inflexibility (Freemantle, 1998).

In addition, concerning service delivery dissatisfaction, Gynor, Lebogang & Robin, (2010:16) reviewed a case study on the performance of councilors in Northern Cape and Free State, where a number of issues that negatively impact on the performance of councilors were identified. These include high councillor turnout on the one hand and work-overload on the other, as councillors attempt to meet the requirements of their positions as specified in the Municipal Systems Act (2000). Another issue is a virtual collapse of municipal administration, with key appointments not being filled, making it impossible to continue with the daily functions of municipality. This affects things like the implementation of development projects in municipalities.

The same Gynor, Lebogang & Robin (2010) also discovered a range of problems between the Executive Structure (decision-making structure) in the municipality and ordinary councilors. These include poor channels of communication from the municipal administration, non-functional ward committees, and the centralization of decision-making to the Executive Committee under the Mayor and the lack of meaningful mechanism for councillors to influence decision-making, amongst others. A specific subset of problems that further affects the performance of councillors is the dysfunctionality of Ward Committees in many municipalities. Ward Committees are beset by a number of practical infrastructural problems such as a lack of constituency offices from which to operate, as well as a lack of administrative support. Some Ward Committees also experience a spillover, so that members being to take over some of the work that poorly-staffed municipalities should otherwise be doing. Finally, some Ward Committees can also be used by councillors for political patronage purposes (Gynor, Lebogang & Robin 2010).

Gynor, Lebogang & Robin (2010) also highlighted high expectations of councillor performance juxtaposed against the reality of low levels of trust and disillusionment, towards local political leaders and municipal officials. It was found that local political leaders and officials were requested to assist with starting up business and assisting with problems relating to unemployment. Despite these diverse request for assistance

from authorities, widespread disillusionment with the local council was reported and perceptions were expressed that the council and local government, although supposedly being 'closest to the people', is rather 'government that is far away'. Residents also accused the local political leadership of nepotism and racial discrimination in the appointment of municipal officials. Some of these practices were partly attributed to corruption and demonstrated a lack of trust in the local sphere of governance and leadership.

Furthermore, Gynor, Lobogang & Robin (2010:20) also noted that the incidence of municipal service delivery protests have increased significantly and this is symptomatic of growing dissatisfaction with that sphere of government (local government) closest to the people and responsible for addressing the needs of citizens within municipalities. However, to restore the diminishing confidence in local government, the Department of Cooperative Government and Traditional Affairs (CoGTA) undertook a comprehensive review of local government. The assessment was undertaken to determine the current problems experienced by municipalities. According to Gynor, Lobogang & Robin (2010), the review resulted in the publishing of an Overview Report on the State of Local Government in South Africa. The overview was used as a basis for drawing up the local Government Turnaround Strategy Launched by CoGTA in December 2009. However, the national assessment identified five clusters of problems. One of the key issues identified was large number of poorly governed and dysfunctional municipalities. Many of these were those that fell under Project Consolidate, designed to support poorly performing municipalities. Issues of dysfunctionality identified in the report includes role confusion, and conflict amongst key political office bearers or between politicians and administrators. In addition, Gynor, Lobogang & Robin (2010) emphasized that the Overview Report noted Internal Problems are generally matched by low level of community trust in the municipality, due to poor communication between municipalities and their local citizenry.

2.21 THEORETICAL FRAMEWORK

When Gynor, Lobogang & Robin (2010: 20) says that municipal service delivery protest went high since 2009, they are consistent with what has been happening in the district

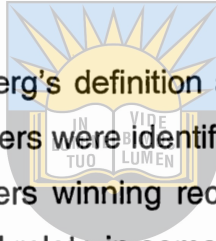
where Intsika Yethu and Lukhanji Municipalities fall under. In that area, there has been an increasing spate of protests around the district of the two municipalities mentioned above, that create a different impression. These protests and petitions were ranging from dissatisfaction of service delivery to demarcation issues and dissatisfaction of municipal staff. In the light of this and since this is a Social Science study in the subject of communication, therefore, the researcher saw it necessary to build the study on Abraham Maslow's "hierarchy of needs" or Motivation theory and Stakeholder relations theory as the study focuses on evaluating how people's needs are met as well as the role of communication in meeting those needs. The theories also highlights what happens when the needs of the people are not met. This refers to the needs of customers/citizens and employees because they both protest when their needs are not met.

2.21.1 Complexities and Limitation of Motivation of employees to work successful

Service delivery is a very sensitive issue in South Africa, therefore, those who serve people of this country in municipalities must first be very passionate and motivated to serve the citizens exceptionally. In turn, the citizens or customers of municipalities should be served their basic needs to the satisfaction. However, this can never materialise if the civil servants or municipal employees still feel they have their needs not met. Briefly, factors such as organisational downsizing and an espoused commitment to employee empowerment, and new discourse around organisational learning and knowledge management, prompted the question as to whether Herzberg et al.'s (1959) study, "The Motivation to Work", still has validity (Bassett-Jones & Lloyd, 2004).

When research into motivation was undertaken from the mid-twentieth century, two views of human nature underlay the research. The one, with its echoes of Taylorism, viewed people as basically lazy and work-shy, and held that motivating them is a matter of external stimulation. The other view, with its echoes of the Hawthorn findings, suggested that people are motivated to work well for its own sake, as well as for social and monetary benefits they received, and that their motivation is internally stimulated (Bassett-Jones & Lloyd, 2004). In addition, at the center of this, Bassett-Jones & Lloyd

(2004) puts forward the issue of behaviour. To support this, during the mid-1970s, behaviourism made comeback when new generation of theorists acknowledged that human behaviour was dynamic and could be stimulated as much by an individual's internal world as it could by exogenous factors. Behaviourists began to offer new perspectives on motivation. Bassett-Jones & Lloyd (2004) cited (Bandura, 1977) who posited that employee needs are a function of personality and behaviour emerges as a result of the operation of cognitive processes in interaction with the environment. The environment generates external social stimuli to which individuals respond. People are goal-seeking, and search for positive reinforcement. Thus, if the organisation provides such reinforcement through the crafting of appropriate rewards, a good match is achieved and high motivation results.



Moreover, this further draws the Herzberg's definition and distinction between '*movers and motivators*' that in his research movers were identified as associated with the desire to win money or gifts, and seeing others winning recognition and reward shown are plainly less important. The motivators all relate in some way to a sense of achievement. The desire to improve organisational success and save the employer money also suggests a strong personal identification with the needs of the organisation. These results support Herzberg's assertion that motivation derives from within. However, what cannot be shown, is the duration of the effect. If the need for recognition from both managers and colleagues are classified as motivators, then the results shown are lower than expected. If managerial recognition is perceived to be a mover and, therefore, a hygiene factor, then the result is more in line with what the two-factor theory might suggest. This prompted consideration of the idea that, in a world where employees may be more empowered and organisational structures have become shallower pyramids resulting in a decline in opportunities for advancement, managerial recognition affords both less satisfaction and utility (Bassett-Jones & Lloyd, 2004).

This concludes that whilst inducements can move some employees to contribute ideas, the numbers involved are significantly less than those who are motivated through a desire to overcome frustration, and contribute to organisational success. So long as the taylorist paradigm persists, the organisational aspiration to create a high commitment

culture is likely to prove elusive. In such a contexts, one of the value-adding contributions that an organisation can make, is develop systems and processes that enable employees to work together to define problems and overcome needless frustrations, and encourage managers to promulgate good practice in the common interest of both (Bassett-Jones & Lloyd, 2004).

2.21.2 Criticism of Maslow's motivational model

Maslow's proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well-adjusted individuals. In addition, research testing Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. Nevertheless, Maslow's theory has not received a great deal of support with respect to specific notion it proposes Greenberg & Baron (2003: 195) cited (Kaur, 2013). To them this model is theorised to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realise any physiological reaction to their jobs. Furthermore, Graham & Messer (1998: 196) puts forward that there are generally three major criticisms directed to the need theory and other content theories of motivation. (A) There is scant empirical data to support their conclusions, (b) they assume employees are basically alike, and (c) they are not theories of motivation at all, but rather theories of job satisfaction. Graham & Messner (2000: 198) cited in (Kaur, 2013) were also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that: (a) all employees are (b) all situations are alike, and (c) there is one best way to meet needs. Again, another critic to this view was (Basset-Jones & Lloyd, 2004: 961). Theory argue that it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not met.

2.21.3 Abraham Maslow's "Hierarchy of Needs" Theory

As mentioned above, this study goes along with Maslow's basic needs theory as the study directly involves impact of communication on basic needs of the citizens or customers and employees in municipalities. It is very important to note that when citizens and employees of municipality are being deprived those needs for whatever reasons they are bound to protest. See figure 3 below:

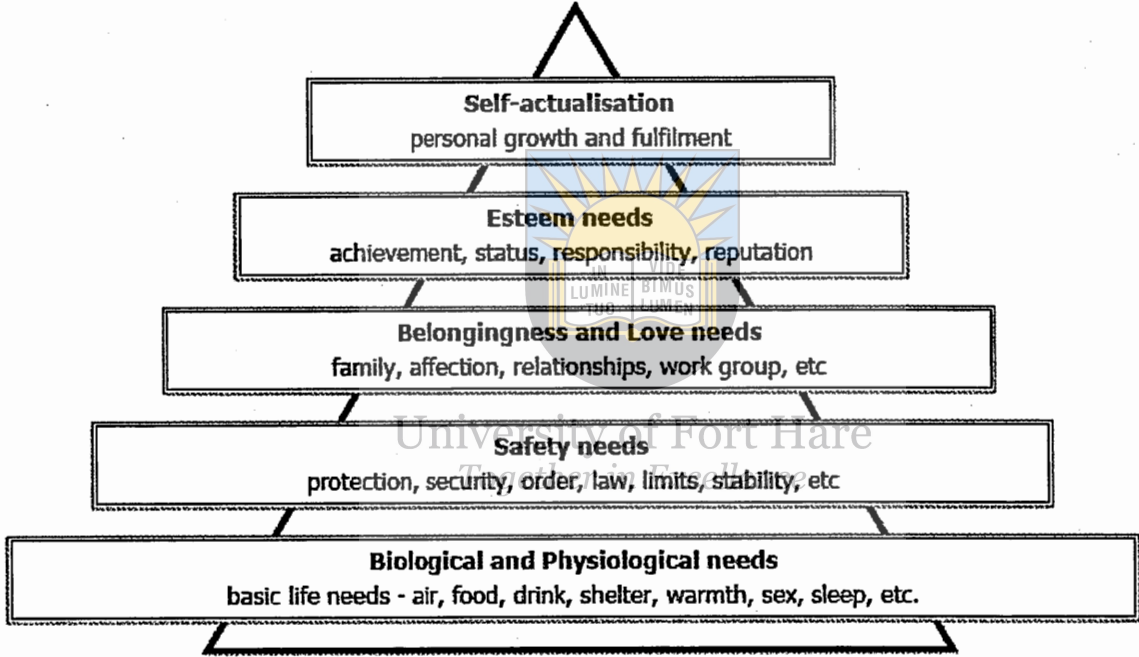


Figure 3: Abraham Maslow's "hierarchy of needs" theory (Maslow, 1943 and 1970)

Griffin (2008) in his book titled "A first look at communication theory", explains Abraham Maslow's philosophy on good human qualities. Griffin wrote that Maslow was convinced that when scientists finally examined the noble example of human development, they would discover that people are basically trustworthy, self-protecting, and self-governing. He also notes that the innate tendency is towards growth with a desire for love. According to Griffin, Maslow could read the newspaper as well as anybody else and was saddened by the daily reports of inhuman deceit and violence. But that was exactly his point. Lying, cheating, stealing, and murder are not what he thought human nature was meant to be. These are aberrant behaviors that occur when legitimate human

needs are thwarted. Griffin (2008:3) borrows a line spoken by a gang member to Office Krupke in 1962 Academy Award winning movie West Side Story, "I'm deprived on account of I'm deprived." However, according to Maslow's theory, there are needs that must be satisfied before a person can act unselfishly. It must therefore be noted that when people now act unselfishly, it becomes a psychological problem, it is the time when protests and unrests arise and people's revolt. The socio-psychological theories have drawn an enormous amount from psychological theory. Hagopian (1975: 168-171) shows the importance in both the "need hierarchy" presented by Abraham Maslow as well as frustration-aggression theory (FA) (although these theories are often altered slightly, but that will be explained later). Hogopian (1975: 170); also cited Gurr (1971: 25) who notes the '*hierarchy of needs*' that "Maslow's five need areas constitute a hierarchy in the sense that the more primordial needs must met before the human organism can move on the others. They include firstly basic needs or physical needs (water, food, sex, etc.) secondly, safety needs (order, predictability, dependability) thirdly, need for love, affection, belongingness fourthly, need for self-esteem and lastly, need for self-actualisation."

The logo of the University of Fort Hare, featuring a shield with a sunburst at the top and the Latin motto 'LUMINE BINOUS TUO LUMEN' in the center.

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Every individual, according to this theory, requires all of these needs to be fulfilled. But what happens when there is a block, and individual cannot achieve these needs? This then leads into the psychological theory of Frustration Aggression (FA) where when an individual cannot achieve these needs, especially basic needs, they get frustrated and this in turn leads to aggression. In support of this, Griffin (2008) cites Selg (1971) who observed that, the theory tends to provide a justification for behaving aggressively and the theory is of the view that when human being is frustrated can do unwelcomed things. It is also noted that like the aggression amnesty provided by instinct notions that one cannot help aggression because human beings are built in that way. This kind of justification can be drawn upon as a ready-made excuse for uncontrolled (or premeditated) hostile or aggressive action Zillmann (1979) in Johan, (1989). As to the principal hypothesis, Johan also cited Dollard (1939) who suggested that the occurrence of aggressive behavior always presupposes the existence of frustration and, contrariwise, that the existence of frustration always leads to some form of aggression. Frustration, in this context, was specified as the thwarting of goals response, and a goal

response, in turn, was taken to mean the reinforcing final operation in an ongoing behavior sequence.

At times, however, the term 'frustration' is used to refer not only to the process of blocking a person's attainment of reinforcement but also to the reaction to such blocking. Moreover, Johan, (1989) says that, consequently, 'being frustrated' means both that one's access to reinforcers is being thwarted by another party (or possibly by particular circumstances) and that one's reaction to this thwarting is one of annoyance. It was soon recognised that the initial claims that aggression is always based on frustration and that frustration always leads to aggression were far too general. These claims made frustration both necessary and sufficient conditions for aggression. It is from this that the Relative Deprivation Theory (RD) arises. Following this, Gurr, (1971) puts forward a theory of RD (Relatively Deprivation) and in this, Gurr says that RD can be defined as actors' perception[s] of discrepancy between their value expectations and their value capabilities and he defines value expectation and value capabilities. He notes that Value expectations are the goods and conditions of life to which people believe they are rightfully entitled while Value capabilities are goods and conditions they think they are capable of getting and keeping.

So basically, it is the gap between what people get and what they should be getting. This can be applied to many different situations, be it service delivery and economic stability or just political freedom. In this, one can only identify when the possibility of revolution is greatest, but one can also see the intensity of the action taken against the repressive force (Hagopain, 1975: 171). RD theory has come in many forms, such as that presented by Gurr, James C. Davies' 'J-curve' theory where he says that "[r]evolutions are most likely to occur when a prolonged period of objective economic and social development is followed by a short period of sharp reversal" (Davies, 1962: 6); also see Davies cited in Gurr, 1973: 365) and Hagopian's (1975: 174) addition of what he calls "progressive deprivation", where there is a steady increase in value expectations and value capabilities, but the gap between the two grows larger as time passes. However, communication can always come handy in these situations to avoid unnecessary protests and riots because it provides information through relevant

channels and engagements with people. This is because once one gets engaged and informed becomes knowledgeable and '*knowledge is the power*'.

2.21.4 Stakeholder Theory in Government

Another very important stand-alone component of communication is stakeholder engagement and in relation with the study, this gives an indication on how municipalities should manage and communicate with their stakeholders. For the purpose of this study, this part of the chapter explains and discusses the significance of stakeholder engagement in communication. In Ricardo Gomes' study (2006) titled, "Stakeholder Management in the Local Government Decision-Making Area", stakeholder is noted as any group or individual who can affect or is affected by the achievement of the organisation's objectives. Gomes (2006: 82) says that "stakeholder is any person, group, or organisation that can place a claim on an organisation's attention, resources, or output or is affected by that output". To support this, Blond (2013) also defined stakeholder as a group or individual who is influenced by an organisation's strive towards its goals or who can be influential in accomplishing the organisation's objectives. Blond (2013) went on to define communication from cooperate communication point of view as the strategy and communication channels used in communicating with stakeholders.

It is also highlighted that the term stakeholder, first appeared in the management literature in an internal memorandum at the Stanford Research Institute, in 1963 (Gomes, 2006). The application of stakeholder theory in the public sector literature seems to be in accordance with the wave of "New Public Management" Osborne & Gaebler, (1993) cited in (Gomes, 2006). In addition, Gomes (2006) stated that this body of theory aims to introduce business-based ideas to the public sector. In this vain, the stakeholder theory can be seen as an approach by which public decision-makers scan their environments in search of opportunities and threats.

Looking at the concepts presented above, one can infer that the stakeholder theory embeds two distinct approaches: the organisation focusing on its stakeholders in order to propose suitable managerial technique, and the manner a stakeholder approaches

the organisation claiming his/her rights. Whilst one side of the coin seems to be related to how an organisation behaves when dealing with its stakeholders, the other side seems to be related to how a stakeholder holds the organisation accountable to himself/herself. Diamonds (2013) adds that stakeholder management is the process of communicating and working with stakeholders to meet their needs and addressing issues as they occur. It is also important to note that if left out of the planning and decision making process some stakeholders with a negative attitude towards the issue can represent a significant threat to the results by having recourse to legal or other measure to undermine the process.

On the other hand, and seen from a more positive perspective, stakeholder engagement can result in new and innovative solutions for a common problem or challenge. Investment in communication and stakeholder engagement are very important because from a mainstream economic perspective, nature conservation is still widely considered as merely a cost. In developing and implementing spatial plans, a good communication strategy offers the following benefits: informing and consulting the stakeholder, providing greater understanding of complex issue, raising awareness and avoiding possible misunderstandings. Identifying people and organisations (likely to be) affected by the plan and assessing their needs, levels of influence, power, interest and attitudes towards the planned project greatly helps improving the effectiveness of the communication and stakeholder engagement. Together, communication and stakeholder engagement result in more inclusiveness and transparency in decision making; more likely support for difficult planning challenge; reaching consensual solutions; and avoiding conflicts and stalemates (Diamond, 2013).

However, in spite of their unquestionable benefits in terms of inclusiveness and transparency, planning approaches with a strong reliance on communication and stakeholder engagement can sometimes result in sub-optimal solutions from the point of view of nature conservation, because the consensual decision-making process does not allow the necessary (difficult) conservation measures to be taken if powerful and influential parties are opposed. Moreover, with the help of communication strategies, an organisation conveys its messages to various stakeholder groups and gets valuable

information from those stakeholder groups for developing its operations. The organisation does not just have the responsibility to keep these stakeholder group informed, but the organisation should see stakeholders as valuable resource. Current contact persons should be named inside each stakeholder group because otherwise the messages the organisation is trying to convey will not be heard by the right people. When stakeholder groups are larger it is even more important to plan the most effective communication channels and practices in order to keep the stakeholder groups informed and in touch with the organisation (Laamo, 2013).

Furthermore, in the communication management literature, the term used for stakeholders is 'publics' and with communication management's foundations in journalism, the term, publics, related to the recipients of messages from organisations, better known as audiences. However, Rawlins (2006:2) is of the view that communication management has directed its focus to the value of the relationships with these publics, which encouraged adopting the term 'stakeholder' both in practice and theory. Maintjes (2012) presented that for a better understanding of the stakeholder concept, there are three theoretical views of the stakeholder concept. These theoretical viewpoints of the stakeholder concept and stakeholder theory are highlighted by Spitzeck and Hansen (2010:380) in (Maintjes, 2012) and include the instrumental, descriptive and normative view of stakeholder theory as conceptualised by Donaldson and Preston (1995:66).

2.21.4.1 Stakeholder point of views in an organisation

The Instrumental stakeholder point of view proposes that the organisation pay attention only to the stakeholders who can affect the value of the organisation. This implies that from a stakeholder management or governance point of view only those stakeholders with power will be given a voice to secure their contribution to the success of the organisation. In essence, instrumental viewpoint aims to describe the outcome of the behaviour of managers of organisations and reveals how to attain organisational objectives through stakeholder management (Maintjes, 2012). On the other hand descriptive stakeholder identifies and classifies the different constituents of an organisation without consideration of their legitimacy of their power Spitzeck & Hansen

(2010:380) cited in (Maintjes, 2012). Descriptive/empirical formulations of this view of the stakeholder describe and/or explain how organisations or their managers in actual fact behave and set out how the organisation operates in terms of stakeholder management. Whilst normative stakeholder theory considers the value and moral rights of stakeholders being affected by organisational behaviour and highlights the right and duties of the actors involved. It also considers how a balanced of concerns of different stakeholder can be achieved (Maintjes, 2012) cited (Spitzeck & Hansen, 2010:380).

On the other hand, normative stakeholder is concerned with the moral propriety of the behaviour of organisations and/or their executives, managers and supervisors which defines how management should operate in terms moral principles Friedmand & Miles (2006: 106) cited in (Maintjes, 2012). It is also important to note that each of these views has implications for stakeholder relationship management, Maintjes (2012: 108) point out that stakeholder, with or without power and legitimacy, should be considered to a more or lesser extent when organisational decisions are made. The normative viewpoint is applicable to this study because it is central to corporate communication and corporate social responsibility. It asserts that an organisation's responsibilities not only go beyond compliance with business and legal expectations, but also include society's expectation that organisations are good corporate citizens who can be held accountable for greater support and corporate social responsiveness de Klerk & Oelofse (2010:390) cited in (Maintjes, 2012). This also means that in relation with the study, through normative model, citizens or customers of municipality should have their voices heard and to some extent have a say in decision making because they have both power and legitimacy given by the constitution of South Africa 1996.

Nevertheless, de Klerk & Oelofse (2010:390) cited in (Maintjes, 2012) further stated that the stakeholder theory is based on the assumption that comprise part of doing business and ask managers to express the shared sense of the value created. de Klerk & Oelofse (2010) in Maintjes (2012) added that the stakeholder is based on two questions. The first is what the purpose of the 'organisation' is and the second is, what responsibility management has to stakeholders. These questions assist leaders to verbalise the shared sense of value created, in other words, what creates outstanding

performance and guides managers to state how they want to do business, especially around relationships they want to and need to establish with stakeholders Blond (2013). Furthermore, Wicks, (1999:207) and Mainardes (2011: 229-230) in Maintjes (2012:110) discussed the essential premises of stakeholder theory. They discussed that organisation has relationships with many stakeholders that affect and are affected by its decisions and the nature of these relationships is based on processes and outcomes for the organisation and its stakeholders. Also, the interests of all legitimate stakeholders have intrinsic value, and the focus is on managerial decision-making.

2.21.5 Stakeholders on service delivery

Stakeholder engagement, if implemented appropriately, can have positive spin-offs with regard to sustainable service delivery and it occurs more specifically at grassroots level, as it enhances rather than impedes the delivery of services. Government's accountability can easily be measured by the extent to which it involves all its stakeholders in decision-making in respect of the challenges confronting it on a daily basis. However, to this end, Ruggie (2013) supplements that first priority of the stakeholders of an organisation is the quality of the organisation's products or services, the second priority is the trust and confidence that the stakeholders have in the organisation. Blond (2013) says that stakeholders have high expectations toward an organisation's performance and not only do they expect tangible economic results, but they are ready to question the organisation on how those specific results are obtained, thus putting a particular emphasis on ethic, social and environmental responsibility factors.

In addition, for instance, it is important to stress the need for a company to face economic as well as social responsibility. The two do not necessarily exclude each other, but are rather meant to be complementary (Invernizzi, 2013:55). Sciarelli (2007) cited in (Invernizzi, 2013) takes it further and says that economic responsibility consist of creating values for all subjects partaking in the company and it is focused on the short term, whereas social responsibility concerns the way in which value is equally distributed among all stakeholders and it is particularly relevant in the long term. When a company decides to go to market in a socially responsible way, it must consider its

public' needs, interests and requests (Diamond, 2013). However, Invernizzi (2013) cautions that this should not be taken for granted, given that many companies are still influenced by Friedman's "Shareholder theory". Invernizzi (2013) refers to 1970 article in the New York Times, where Friedman wrote that the only social duty of a company is to produce the highest possible profits in order to create wealth and job opportunities in the most efficient way.

Furthermore, Invernizzi (2013) cited (Falconi, 2009) who notes that companies have changed their approach on how to conceive public relations and he argues that they ought to be considered relations with publics instead of relations in public, as it used to be in the past. According to Porter (2005) cited in (Blond, 2013), the very concept of public has changed ever since the linear Value Chain-elaborated by Porter and made up of a series of subsequent material actions that contribute to the creation of the final value was established by a new model, which Sven Hamrefors called "value network". Boundaries are blurred and inside the value network model relationship are intertwined among the actors belonging to the same network, among networks and with society as whole, companies earn their "license to operate" Hamrefors (2009) in (Blond, 2013).

Drawing from the above paragraph, it is clear that the main contribution that public relations offers to the value-creating process inside an organisation lies in the ability to interpret society's and stakeholders' expectations and report to the top-management, thereby accelerating strategic decisions and improving their quality. This role is known as "strategic reflective" (Ruggie, 2013). Nevertheless, Falconi (2009) also puts forward that public relations professionals or communication practitioners are also requested to ensure that the organisation establish adequate programmes for the governance of stakeholder relations and that all other organisational functions, different from public relations and that all should own the appropriate tools to manage their relations with the respective stakeholders. It is also important to note that public relations should not focus on communicating messages to define publics trying to persuade them to change their behaviors and opinions, rather it should aim at establishing relations with accurately selected stakeholder groups. In so doing, it is possible that organisations and publics mutually change and influence each other, by exchanging information and knowledge

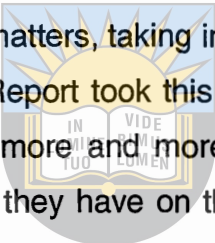
(Falconi, 2009) cited in (Invernizzi, 2013). So the quality of the relations that an organisation may establish with its stakeholders is measured through four indexes namely trust in the relationship; commitment in the relationship; satisfaction in the parties involved; balance of powers between the two parties.

Falconi (2009) makes it a point that these indicators should be used within the relation in order to obtain the best possible balance of the three levels of interest which are present in each activity performed by an organisation, that is the interest of organisation itself; the often conflicting interests express by its stakeholders groups, and the public interest. However, Invernizzi (2013) indicates that according to Gruinig, in order to handle public relations with stakeholders, one must follow a series of "general principle" established as foundation of professional excellence. In an "excellent" organisation, stakeholder relations receive their mandate from the top management team, and they represent a distinctive management function that helps the organisation interact with social, institutional and political parties. Their value is therefore determined by measuring the quality of the organisation's relations with the social and political environment surrounding it. In addition, stakeholder relations serves as a technical, as well as managerial and strategic, role and their departments plan, carry out and evaluate communication plans. It must also be noted that stakeholder relations are a two-way symmetrical function and their senior executives, empowered by the dominant coalition of the organisation, base their competencies on a solid professional foundation Gruinig (1996) cited in (Invernizzi, 2013).

Additionally, Falconi (2009) puts forward that it is impossible for an organisation to apply its generic principles if not in the operative context of specific applications. Specific applications imply that any stakeholder relations activity needs to carefully understand and consider the operative implications on day-to-day practice of the ongoing dynamics of six infrastructural characteristics of the specific territory which are the legal institutional system; the political system the economic system the active citizenship system; the socio-cultural system; the media system (Falconi, 2009: 11). This paradigm composed of generic principles and specific applications helps institutionalise the stakeholder relations management function in an organisation and support stakeholder

relationship governance as one of the main functions of modern public relation (Falconi, 2009). It must also be noted that corporations are slowly moving forward to build solid relations with their own stakeholders. Invernizzi (2013) highlights one examples as the publishing of King III Report in South Africa on September 1st, 2009. This report represents a significant milestone in the evolution of corporate governance in South Africa and brings with it relevant opportunities for all organisations that embrace its principles. The King III Report followed a 1994 report commonly known as King I, as well as a 2002 report commonly known as King II, all born under the influence of the South African Supreme Court Judge, Mervyn King.

The King I Report included a series of principles of corporate practice and conduct that went beyond the corporation's financial matters, taking into consideration its impact on a larger community. In 2002, the King II Report took this inclusive approach to business even further; in fact, organisations are more and more expected to operate as good citizens, partly because of the influence they have on the environment and the lives of many stakeholders on which they depend in order to support their operations and obtain their 'license to operate' (Barrier, 2003) cited in (Falconi, 2009).

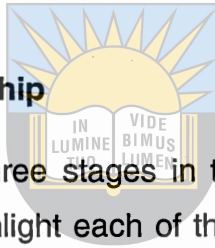


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Among other things, the King Code of Governance recommends that organisations produce an integrated report in place of an annual financial report and a sustainability report according to the Global Reporting Initiative's Sustainability Reporting Guidelines. In chapter 8, the Report speaks about stakeholder governance, stating out several principle; effective stakeholder engagement is recognised in municipalities as essential to good corporate governance. Stakeholder relationships offers the board a platform for evaluating the interests and concerns of the organisation's stakeholders in its decision-making. Invernizzi (2013) highlights principles of stakeholder governance as outlined in King III Report and they include that the board should appreciate that stakeholders' perceptions affect an organisation's reputation; the board should delegate to management to proactively deal with stakeholder relationships; and the board should strive to achieve the appropriate balance between its various stakeholder groupings, in the best interests of the organisation. In addition, organisations should ensure the equitable treatment of shareholders and that transparent and effective communication

with stakeholders is essential for building and maintaining their trust and confidence. Lastly, the board should ensure that disputes are resolved as effectively, efficiently and expeditiously as possible.

Interestingly, King III offers guidelines and recommendations on how stakeholder relationship should be administered. The main points are identifying material stakeholders and appraising the risk and opportunities they present; developing stakeholder governance strategies; developing a mechanism for constructive stakeholder engagement and adopting communication guidelines for stakeholders covering the content of the report (IODSA, 2009) in (Invernizzi, 2013).



2.21.6 Stages in stakeholder relationship

It has been proposed that there are three stages in the development of stakeholder relationships and it is necessary to highlight each of these stages. It must be borne in mind that an organisation can be at a different stages of development with different stakeholder groups, depending on the relationship-building activities that have taken place in the past (Invernizzi, 2013).

2.21.6.1 Stakeholder engagement

Engagement refers to the activity of opening communication and interaction with a specific stakeholder. Part of this engagement activity involves an audit that an organisation conducts among each group of stakeholders so that it can identify the key issues associated with each stakeholder group. This engagement allows both parties to share ideas and opinions while exchanging views, and therefore allows for the development of a relationship. This also means that Intsika Yethu and Lukhanji municipalities must be able to engage with their stakeholders especially the ones that constitutes customers or citizens and service providers.

2.21.6.2 Stakeholder satisfaction

Satisfaction comes about when the needs of the parties are met, and stakeholder satisfaction implies that the stakeholders feel that their needs are being met by the organisation. Should they not be satisfied, they will withdraw their support those who support and those who are entitled to the needs (services) will demand desperately. This means in the case of municipalities, as mentioned earlier on in this study, when people are not satisfied with needs or services whereas they are entitled to them they get frustrated and that leads to violence. Stakeholder satisfaction can be measured by using satisfaction studies as also discussed earlier on in this chapter.

2.21.6.3 Stakeholder retention

Retention is the organisation's ability to 'keep' its stakeholders as important contributors to the functioning of the organisation and the management of its various activities. Retention allows for the creation of mutual value in the long term, to the benefit of both groups. However, it is to this end that Gorel Model of Muzi Falconi comes in handy to help an organisations such as municipalities manage their day-to-day relationship with their stakeholders.

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2.21.7 The 'effective' GOREL model for stakeholders in an organisation

GOREL (Governance of Relationship) is a useful tool to help an organisation manage its day-to-day relationship with its stakeholders and it was developed in the mid-1980s by Toni Muzi Falconi. In the years that followed its conception, it was perfected and adapted to an ever-changing context. It is not to be considered a detailed methodology, but rather a general "scrapbook approach", a reference background for all organisations looking for viable criteria to measure stakeholder relationships and the outcome of a public relations campaign (Invernizzi, 2013). It is also important to note that the GOREL model is composed of ten phases namely envisioning; identify active stakeholders; defining specific objective; involving potential stakeholders; relating with issue influencers; convincing opinion leaders; planning and crating spaces and contents; pre-testing; content rolling-out; evaluation and reset. See figure 4 below:

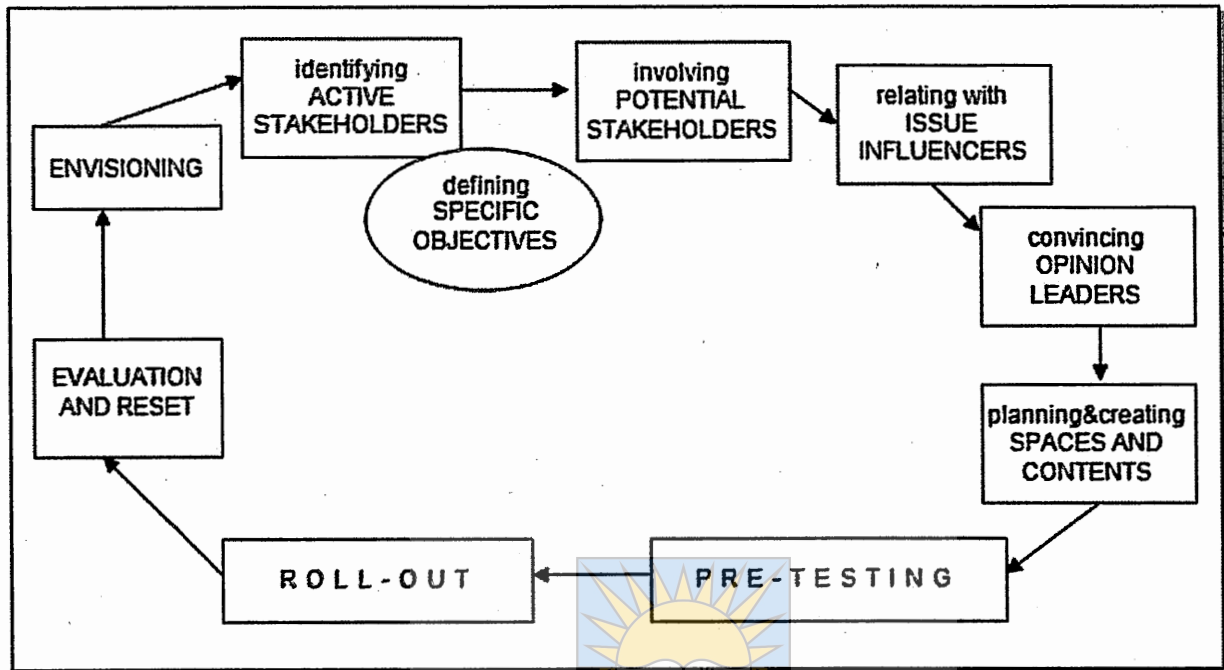


Figure 4. GOREL Model original taken from (Toni Muzi Falconi, 2009).

Envisioning

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The first phase of GOREL model begins with identifying and/or defining the aims of an organisation, like in municipalities, as each municipality has its mission; vision for the future; guiding values and strategy. Envisioning is usually a task of the document coalition of an organisation, but the role of the communication leader is essential in helping shaping value and mission and sharing them both inside and outside the organisation. This also means that for organisations like municipalities to function effectively, they must be able to envision what to do with customers/citizens, NGOs, service providers and other government departments as stakeholders.

Identifying active stakeholders

Active stakeholders are those who simultaneously bear both a high level of awareness towards organisation goals and are highly interested in relating with the organisation. They contribute in accelerating or delaying the implementation of the company's strategy from its mission to its vision. The organisation must heed their expectations by collecting relevant data related to their positions and attitude toward the goals of the

company and by understanding the collected information. Later on, the organisation must involve these stakeholders in the co-creation of decisions and consequences. Since “active stakeholders decide themselves to hold a stake” and initiate relationships with organisation (Falconi, 2009:14), this may be considered a pull format of relationship governance. As noted here, municipalities will also function better if they are able to identify their active stakeholders.

Defining specific objectives

As a third step, the organisation needs to define specific objectives, coherent with the general strategy, to be pursued in different phases. The communication leader must record these objectives in writing so that the dominant coalition can adapt and correct them; it is also convenient that they take into consideration the expectations of some active stakeholder, thus accelerating their implementation.

Involving potential stakeholders

Potential stakeholders (i.e. research centers, universities, employee motivators, head hunters) may not be aware of the organisation and its business, and as a consequence may not be necessarily interested in developing a relationship. The company needs to relate with them in a push format, by collecting information about them, interpreting and reporting it to the dominant coalition and – if advisable – by modifying the company’s objectives accordingly to the potential stakeholders’ expectations

Relating with issue influencers

Issue influencers are those parties who are believed to have a direct power to influence the dynamics of relevant issues for the organisations, since they hold a high level of competence on the subject in matter and a high level of influence on society.

Convincing opinion leaders

Opinion leaders, just like issue influencers, have the means to influence the opinions and behaviors of the organisation’s publics (consumers, clients, citizens, or any other public according to the specific nature of the organisation).

Planning and creating spaces and contents

Only after all the influential publics (active and potential stakeholders, issues influencers and opinion leaders) have been identified, the stakeholder relations manager can develop a network of real or virtual platforms in which all these publics may access information and discuss among themselves. Specific contents related to the goals and objectives relevant to those publics should be provided, so that all the groups can be involved in an effective relationship with the organization. However, it is important to define key messages and contents that may attract the internet of stakeholder group; messages should be already familiar to the stakeholders and their source must be considered reliable and trustworthy (Invernizzi, 2013).

Pre-testing

Pre-testing must be performed on a representative sample of the stakeholder groups, in order to be aware of the quality of already existing relationship and to define objectives to be pursued during the consequent public relations effort. The aim of the pre-test is to verify both the effectiveness of a communication content through the use of three indicators (source credibility; content credibility; content familiarity) and the quality of relationships (which can be defined by four indicators: trust in the relationship; commitment in the relationship; satisfaction in the relationship and balance of power in the relationship). A simple yet effective approach may be setting measurable objectives (on a one-to-ten scale) for each of the previous indicators, and then measuring the actual score detected from the sample of the stakeholder groups.

Content rolling-out

At this point, the operative strategy can be deployed: from a variety of strategies, the company should choose which one to follow in order to relate with its influential publics and pursue its objectives. Each strategy has its own strong points and weak points, which may be sketched out through a SWOT analysis. It is important to follow just one strategy at any given time, in order to avoid confusion and counterproductive consequences. Inside each strategy, organisations may create and develop pseudo-events in order to attract the attention and the interest of specific publics; the

stakeholder relationship professional is usually involved in the planning. Thanks to new means offered by the Internet and IT, pseudo-events can also be virtual, that is not necessarily bound to a specific time or place. In virtual pseudo-events participants can relate not only to the convening organisation but also to each other: the relationship process is no longer top-down or bottom-up, but it tends to move left-right and the organisation is no longer in control of the conversation.

Evaluation and reset

The last phase of the GOREL model closes and re-opens the loop. It is now time to verify whether the objectives that had been identified on the basis of the pre-test results have been met. The new research should be coherent with that of the pre-test phase, but it is recommended to avoid questioning the same sample of stakeholders of the pre-test, on the grounds that they may have been influenced by the first opinion research thus jeopardising the final outcome. It is advisable to question a sample of stakeholders of which 50% from the previous pre-test and 50% have yet to be analysed (Invernizzi, 2013).



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Moreover, after all of these have been executed, Pillay, Bhowan, Subbon & Roga, (2007) stated that for instance, South African Government launched an ambitious initiative as it has been mentioned earlier on in the chapter – Batho Pele or 'People First'- a public service improvement programme across the nation at all levels. One element of this programme is the change engagement which promotes a new public service belief set: We belong, We care, We serve!' To comply with Batho Pele, government departments and parastatals must set and measure standards of their services because all of these efforts boil down to one river of services. So according to Pillay, Bhowan, Subbon & Roga, (2007), Batho Pele utilises visits, spot-checks and inspections to assess compliance with its requirements and there is tremendous pressure upon public institutions to ensure that they deliver quality services and to promote and manage its relationship with customers. It is to this end, where Pillay, Bhowan, Subbon & Roga (2007) present the concept of Customer Relationship Management (CRM) that gains momentum in the quest for enhanced service delivery, both in the private and public sectors.

2.21.8 Complexities and Limitations of Stakeholder Theory

In this dissertation the researcher also applied stakeholder theory as it is one of the leading suitable theories of this study. However, this theory provides a very scant literature on government businesses such as municipalities. It lacks clarity and a very strong way on how government entities should work with their stakeholders and contribute to the decision making. As Stakeholder Theory seemed to focus more on the business of private organisations. Stakeholder Theory is ultimately about the control and governance of business activities: who shall control them and in whose interests they will be conducted. However, within Stakeholder Theory the terms enterprise and corporation tend to be used interchangeably, confounding what are actually two distinct concepts. This obscures differences in the range of ways in which business activities can be governed, and makes the control of enterprises seem more problematic than it is (Weiss, 2006). In some forms of Stakeholder Theory, it is argued (although more often implicitly assumed) that there exists a social contract between business and society that provides a moral basis for the social control of business activity. Stakeholder Theory tends to assume that the actions of enterprises can be legally and morally constrained, and that moral (rather than merely legal) obligations can be placed on corporations because business is a creature of society. Donaldson (1982:43) cited in (Weiss, 2006) articulates this with the assertion that "What productive organisations need from society is: Recognition as a single agent, especially in the eyes of the law, and the authority: (a) to own or use land and natural resources, and (b) to hire employees". He goes on to argue that because productive organisations require (and receive) special status under the law and use society's resources, they can be morally obligated to serve the public interest.

Weiss (2006) then says, for Stakeholder Theory to be valid, this claim on the enterprise must be a moral obligation in order to legitimate the claims of stakeholders. Stakeholder Theory does this by claiming a prior, implicit social agreement exists to which all members of society are parties. It provides a response to the argument that the interests of stakeholders who are directly involved with the activities of an enterprise are already taken into account because they are engaged in voluntary transactions. It also

allows Stakeholder Theory to identify and legitimate the interests of stakeholders who are not directly involved, such as communities, who may be affected indirectly as a consequence of the activities of an enterprise. Their stakes are legitimated because society grants the enterprise the right to exist. Donaldson and Preston (1995) argue persuasively that the ultimate acceptance of Stakeholder Theory rests on the validity of its normative justifications: they conclude that the descriptive and instrumental arguments for the justification of Stakeholder Theory are not sufficient to warrant accepting it. The problems identified here suggest that the same could be said of the normative justification and that Stakeholder Theory might be too limited and its foundation too weak to be considered either useful or valid.

As a normative model, the Stakeholder Theory is limited to situations where ownership is weak. At best, this would limit Stakeholder Theory to a very small number of very large corporations. The model of the enterprise and its control offered by Stakeholder Theory is inconsistent with the overall institutional structure of capitalism; it treats the enterprise as an isolated phenomenon. It fails to note that modern capitalism has its own moral framework, tied up with an overarching ideology that legitimates all of the institutions within which it operates (Weiss, 1998). This draws the critical distortions of (Gioia, 1999; Marcoux, 2000; Sternberg, 2000) that all stakeholders must be treated equally, nevertheless, (Philips, Freeman & Wicks 2007) asserted that stakeholders may usefully be separated into normative and derivative stakeholders. Normative stakeholders are those to whom the organisation has a direct moral obligation to attend to their well-being. They provide the answer to seminal stakeholder query "For whose benefit ought the firm to be managed?" (Philips, Freeman & Wicks 2007: 128). Typically normative stakeholders are those most frequently cited in stakeholder discussions such as financiers, employees, customers, suppliers and local communities. Alternatively, derivative stakeholders are those groups or individuals who can either harm or benefit the organisation, but to whom organisation has no direct moral obligation as stakeholders. This latter group might include such groups as competitors, activists, terrorists, and the media. The organisation is not managed for the benefit of derivative stakeholders, but to the extent that they may influence the organisation or its normative

stakeholders, managers are obliged to account for them in their decision-making. Far from strict equality, therefore, there are a number of more convincing ways that stakeholder theory may distinguish between and among constituency groups.

2.22 CUSTOMER RELATIONSHIP MANAGEMENT IN PUBLIC AND PRIVATE SECTORS

Berfenfeldt (2010:16) in his thesis entitled "Customer Relationship Management" quotes Frederick Reichheld who wrote that "if growth is what you're after, you won't learn much from complex measurements of customer satisfaction or retention. You simply need to know what your customers tell their friends about you". He also quoted Henry Ford "if I'd asked my customers what they wanted, they'd have said a faster horse".

Taking tune from the above quotes, building relationships with customers is an inherent aspect of governmental activity. Citizens and businesses have a life long relationship with government, interacting with a broad range of public agencies and departments in many different circumstances from birth to death. Some years ago the use of the word "customers" when referring to citizens and businesses was not a very common practice in the government context, for this sort of jargon was more strongly linked with private sector terminology. However, new public management approaches are changing the way government relates with the public and it is no longer unusual to hear public managers refer to citizens or other stakeholders as customers. Actually, the meaning of customer for government is much broader than one might think. Increasingly, diverse groups are making claims as stakeholders in organisations. The main stakeholders of most business enterprises are: individual customers (considered as consumers), suppliers, owners, competitors, employees, and regulators Rowe (1994) in (da Silva & Batista, 2007).

However, Public services can be made more sensitive to the requirements, preferences and expectations of the people who use them. There has been a progression in government policy towards service design and customer care. The introduction of the Citizens' Charter by several public institutions represent an approach based on predetermined standards and a measurement system designed to find out whether

those standards had been met. The standards ought to be visible in places where the public receive services. Government has showed its commitment towards the citizenry by placing them at the center of its transformational drive (Ngema, 2003: 42 in Subbon, Pillay, Bhowan & Roga, 2007). The notion of Customer Relationship Management in the public domain is a focus on allocating resources to managing the relationship between public institutions and customers, such relationship is informed by customer's needs and resource-oriented actions on the part of public institutions. Bhowan & Roga (2007) noted that the concept of CRM is rooted in the marketing concept and emphasizes the key aspect of being customer-centric. The customer-centric perspective is highlighted in the Principles of Batho Pele which has become a statutory benchmark for enhancing the service delivery agenda. As it was discussed in stakeholder theory through normative viewpoint that citizens can now engage with government in the manner in which they choose (Phala 2007: 82 cited in Sabbon, Pillay 2007: 36). In addition, important aspects as such are access, speed of delivery, service quality, regular consultation, privacy, being treated with dignity and respect are being weighted as the foundation of managing customer relationships. The notion of service-user orientation and customer-orientation is an important determinant when interacting with customers. What is important is the question of how to organise the process of listening to the service users (customers or citizens) and responding to their basic needs.

2.22.1 Approach to the Citizens or Customers

Pillay, Bhowan, Roga & Subbon (2007) cited Flynn (2007: 152-3) who stated that there is a wide relationship between customers and public organisations and the people who use their services. The key element is that of responsiveness, which can occur at different levels. A customer care approach is limited to providing a welcome attitude, including a smile and a presentable reception area. A more responsive approach would be designed to deliver the service in a way which reflects people's wishes. Even greater responsiveness would give the service user control over the level of service they can receive. Given the variety of relationships and degrees of responsiveness, managers of

public services have a subtle job to do in making their services more responsive to customers.

2.22.2 Rights and Citizenship

The definition of citizenship rights is left to the organisations running the state. Individuals as citizens cannot individually define and exercise their rights other than by voting. Also, citizenship rights are very different from consumer rights. It is also important to note that consumers exercise their entitlements by spending money and by invoking the law while citizens have recourse to law, to rules and norms defined by the state and to those elements of redress laid down in various aspects i.e. Citizens Charter, Batho Pele. The lack of definition leaves discretion for managers to interpret the manner in which they manage the relationship with customers (Flynn 2007: 153) cited in (Pillay, Bhowan, Roga & Subbon, 2007).

Batista & da Silva (2007) supplement the above paragraph and put forward that, public organisations have a slightly different conceptualisation for their universe of stakeholders. For example, the owner category does not make sense for government and the individual customers are citizens (considered as service users, householders, patients, etc.) rather than consumers. However, Batista & da Silva (2007) also cited Tapscott and Agnew (1999) who says that, regarding citizens as taxpayers in a representative democratic environment, it can be assumed that they can play two distinct yet intertwined roles when relating with government: citizens as consumers of public services, and citizens as shareholders. Starks (1991) in Batista & da Silva (2007) informs that public services often need to draw a distinction between the tax-paying customer and the service-user customer because the two are not always synonymous and their specific interests may differ. Government is continually interacting with different individuals that play different roles according to their different contextual interests. When we refer to contextual interests, we are pointing out that the same person can play different roles depending on where or in which context he or she is acting. One can act as a citizen who has particular needs or ideals, or can act as a worker defending corporate business interests, or can act as either an elected politician or a community leader developing intergovernmental lobby (Batista & da Silva, 2007).

2.23 CONCLUSION

The aim of this chapter was to conduct a literature review to form the theoretical basis for an understanding of the impact of communication in an organisation, in this instance the local government communication, municipal communication. Although it was acknowledged that there is a relationship between customer care and communication, a clear distinction was made and it helped to contextualise this study. Like any other field of study, communication developed over time to embrace concepts from management which include social marketing, integrated communication and the media mix. Also a review of government relations and local stakeholder engagement programme models was presented and critiqued in order to make theoretical recommendations for the appropriate model of the communication in municipalities.



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CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In the preceding chapter, the impact of communication on service delivery and customer satisfaction was discussed with the aim of providing theoretical and conceptual background within which an evaluation of the impact of communication on service delivery in the municipalities can be located. Focus was put on the concept of communication, its role, influence and principles in any municipal services and satisfaction of customers.

This chapter aims to describe the methodology that I have used to carry out this study and its appropriateness, focusing on the method used for data collection and analysis. The chapter therefore outlines the choice of methodology and the research procedure employed by the researcher. The methodological framework has been carefully followed in line with the aims and overall objectives of this study. While in some research, both qualitative and quantitative approaches are usually combined, some other research only use a single suitable approach. This study however tends to be more on the qualitative approach and a not in-depth quantitative approach has been used just to get a feel of the views of the participants. In addition, all these methods that I have used helped the research study to provide answers to critical research questions and also lead to the main aim of the research, which is to evaluate the impact of communication on service delivery and customer satisfaction.

3.2 METHODOLOGY

3.2.1 RESEARCH DESIGN

This study made use of both qualitative and quantitative research methods but with more data collected through qualitative methods as it gives more opportunities to participants to express their views without any limit. In addition, the researcher used mixed method to overcome limitations of single design, to explain, interpret and to explore (Creswell, 2003). As indicated above, qualitative method was chosen to evaluate the role of communication on core service delivery issues without any limits

and a quantitative study has been chosen as the method to investigate the media usage patterns by the municipalities because it is best suited for exploratory studies. This is due to the fact that exploration is used when little is known about the phenomenon to be studied (Babbie and Mouton, 2012; Polit and Hungler, 1997; Creswell, 1998). However, for the purpose of this study and to evaluate the impact of communication on service delivery and customer satisfaction in the municipalities, two municipalities were used as a specific reference. These municipalities are Lukhanji and Intsika Yethu local municipalities situated in Chris Hani District Municipality in Eastern Cape of South Africa.

3.2.1.1 Qualitative Research

Qualitative research has been assigned many different labels, such as field research, critical research, interpretative research, naturalism, ethnography, anti-positivist approach, an alternative approach, and constructivism. However, they all share a common focus which is to interpret and construct the qualitative aspects of communication experiences. Macdonald & Headlam (2011) add-on that, qualitative methods attempt to gain an understanding of the underlying reasons and motivations for actions and establish how people interpret their experiences and the world around them. Qualitative methods also provide insights into the setting of a problem, generating ideas and/or hypotheses. Moreover, qualitative research is more relevant for this study in many ways as it is usually used when dealing with several types of inquiry to help in understanding and explaining the meaning of social phenomena (Berg, 2004).

Justification for the choice of qualitative research method

To justify the importance of qualitative approach for this study, Babbie and Mouton (2012) observes that qualitative research also helps researchers to decode, describe, analyse and interpret data accurately. This is necessary and helpful as the focus of the researcher utilising this framework of the interpretative paradigm is on the investigation of authenticity, complexity, contextualisation, mutual subjectivity of the researcher and the respondents as well as the reduction of illusion (Babbie and Mouton, 2000). It is also

a way of learning and knowing about different experiences from the perspective of individuals and radio listeners involved in this study. Other scholars like Berg (2004) have also noted that qualitative approach normally includes ethnographies, case studies and general descriptive studies. In this study, I have decided to take the position that ethnography is a considered aspect of qualitative approach as it provides opportunity for analytic descriptions of various phenomena from the participants' perspective with the active involvement of the researcher (Leedy and Ormrod, 2005).

The reason why the researcher has chosen qualitative methodology was largely influenced by the research questions of this study. It is important to note that qualitative method also allowed this study to be participatory through dialogue with the participants or listeners as their views were explored and the link between communication, community and participation were also discussed. This is supported by Burger (2005) when he notes that qualitative approach provides for rich analysis of data, throwing more light on the views of the participants, which is not possible with quantitative approach where figures or statistical representations are usually used. As this study aims to evaluate if communication has impact on service delivery customer satisfaction in municipalities, it only means that there should be shared understanding between the communicators or administrators municipalities and their citizens/customers. It also means that there should be mutual understanding between the parties so that needs of the stakeholders are well taken off and then the municipality can function well as the views of the citizens/customers would have been heard. This in essence therefore shows the importance of qualitative approach in this study as it gives the researcher the opportunity to evaluate and interpret the multiple views of the participants. This is also supported by Woods (2006) who notes that qualitative approach should give the researcher the opportunity to discover the meanings that participants attach to their views and behaviours, their perspectives on particular issues and how they interpret situations. These characteristics are motivating factors for the preferred choice of qualitative approach for this study and also lean more on it than the quantitative approach, which was just used to support the primary qualitative data collection method.

3.2.1.2 Quantitative Research

This study also made use of quantitative research method in order to create a sort of balance and just to get a feel of respondents view using another approach. This approach was not used a sort of triangulation considering the fact that the sample size was relatively small and which cannot be generalized to a large extent in a normal research situation. As earlier on stated and as justified, this study leaned a bit more on qualitative method of data collection, but made use of quantitative method as well just to get additional data in another form to know what the views of the respondents would be. Quantitative research is the systematic scientific investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and mathematical models, theories and or hypotheses pertaining to natural phenomena (Babbie and Mouton, 2012). Wimmer and Dominick (2011) also observe that quantitative research uses the deductive or confirmatory scientific method and it is used primarily for description, explanation and prediction. As further noted by Dominick et al., (2011) quantitative research is an inquiry that is grounded in the assumption that features of the social environment constitute an objective reality that is relatively constant across time and settings. This is supported by Cohen, Manion & Morrison (2000) as they note that quantitative method helps in research to describe and explain features of this reality by collecting numerical data on observable behavior of samples, and by subjecting these data to statistical analysis.

Du Plooy (2009) also observe that quantitative data-gathering instruments assist researchers to establish relationships between measured variables and when these methods are used, the researcher is usually detached from the study and the final output is context free. As noted by Bryman (2004), the purpose of the approach is therefore to avoid subjectivity by means of collecting and exploring information which describes the experience being studied and measurement, numerical data and statistics are the main substance of quantitative instruments in this approach. On the other hand, data collection procedures of a quantitative approach create epistemological postulations that reality is objective and unitary, which can only be realised by means of

transcending individual perspective (Creswell, 2003). I can therefore say that quantitative approach used in this study is more or less in the form of basic descriptive statistics aimed at providing a form of clarity and coherence to the study. As stated earlier on, some scholars don't believe in the use of quantitative approach, especially when it doesn't even fit the research design. This approach has therefore been sparingly used borrowing from the views of Babbie (2007) that quantitative approach can be used to discover some form of reality through empirical and scientific methods, expressed in quantitative terms.

3.3 RESEARCH METHOD

The study made use of the findings of the various results of the investigation by using a combination of data sources and research tools, with the effect that the strengths and weaknesses in each source are in some ways compensated when used together. The researcher therefore decided to obtain the advantages of both quantitative and qualitative approaches to overcome their limitations, hence the use of a combined approach. I still want to stress here again that this study leaned more on the qualitative approach and method and the aim of using the quantitative approach was just to support the data collection method and not necessarily as a form of triangulation.

3.3.1 Preparation for Research and Design

As the research was conducted in local municipalities it was, therefore, required to first request permission from the Municipal Managers of the respective municipalities, Intsika Yethu and Lukhanji municipalities. I have applied successfully to the University Ethical Research Committee to conduct research in these municipalities and the Ethical Clearance Certificate was awarded attached as (Appendix A). Also two letters were written attached as (Appendix B1 and B2) to ask for the necessary permission and submitted to the respective Municipal Managers for their approval. Interview question guides for individual interviews with municipal staff members, officials of Government Communication and Information System (GCIS) Eastern Cape are attached as Appendix C1 and C2. Copy of interview question guide for focus groups with the

communities of the selected municipalities (Appendix D) and questionnaire for residents is attached as Appendix E.

However, the researcher was asked to present the request for research in the Municipal Managers Office both at Intsika Yethu and Lukhanji municipalities. The rationale behind that, was that the Municipal Managers wanted an in-depth understanding of what the whole study was all about and what information would be required from the municipal staff members and the residents.

3.3.2 Population and Sampling of respondents

According to Du Plooy (2009:100), sampling involves following a rigorous procedure when selecting units of analysis from a larger population. The term 'population' not only refers to people, but can also be defined as any group or aggregate of individuals, groups, organisations, social artefacts/objects, or social interactions and events (Du Plooy, 2009:100). The same author, Du Plooy (1995:49) is of the view that the researcher should define the constitution of the population, such as the group, subject or units that are used in a study. Du Plooy (2009: 101) maintains that beyond the population, a study has to include a target population. This means that it would have been more acceptable to collect data from every single member of the population that is being investigated but this is always not possible usually due to time and financial constraints and other reasons. The same author defines the target population as a specific pool of cases that need to be studied. In this study, the target population was the community and municipal staff members from both Lukhanji and Intiska Yethu municipalities of Eastern Cape Province and two GCIS officials.

3.3.3 Sampling Methods

For sampling purposes, stratified random sampling, which is sometimes called proportional or quota random sampling method was used during this study. Macdonald & Headlam (2011) notes that this type of sampling involves dividing the population to be examined into homogeneous sub-groups and then taking a simple random sample in each sub group or strata. Du Plooy (2009) notes that a major reason why one might prefer stratified sampling over other forms of sampling methods is that it assures that the researcher will be able to represent the overall population. He further notes that this

type of sampling method also helps the researcher to move beyond representing the overall population but also key sub groups of the population, especially small minority groups' events (Du Plooy, 2009:100). The samples were randomly selected in the municipal communities and within the municipality offices.

3.4 DATA COLLECTION METHOD

3.4.1 Research instruments

The research instruments that were used by this study are discussed in detail below:

3.4.1.1 Qualitative Methods

As discussed above, the qualitative methods used to collect data were in-depth interviews and focus group interviews, which are discussed in detail below:

(a) In-depth interviewing

In-depth interviews were used for this study. In this context, interviews are usually structured and unstructured. De Vos et al (2005:292) note that "unstructured interviews are also known as in-depth interviews". However, Neumann (2000:506) explains that an in-depth interview is a "joint venture between the researcher and the interviewee". From the given definitions of in-depth interviews, the conclusion can be drawn that an in-depth interview is a dynamic interaction that takes place between the researcher and the interviewee with the purpose of gathering data relevant to the researched problem. In this study, two individual in-depth interviews were conducted with GCIS officials and five individual in-depth interviews with municipal employees respectively from both Intsika Yethu and Lukhanji municipalities.

In order for an individual in-depth interview to be successful and to ensure that the interviewer did not lose track of the interview, three interview guides were developed for the purpose of this study: Interview questions guide for municipal employees and two GCIS employees. These guides contained an outline of the interview procedures and a general idea of the questions asked (Du Plooy 2001:179 & 180). Vaughn, Schumm and Sinagub (1996:124) advise that the questions developed for in-depth interviews should be specific enough to guide the moderator, but general enough to leave the interviewer with a great deal of latitude to further probe and elicit data. The interview guide questions for this study were designed in a way that the questions addressed the broad

issues on effect of communication on customer satisfaction and information about service delivery. The total number of questions in the qualitative approach of this study's interview guide was sixteen questions for in-depth interview for municipal employees and GCIS employees. These questions were linked to the three research objectives of this study. The intention was for the researcher to firstly, to establish whether the executive, managers, politicians/councilors at Lukhanji and Intsika Yethu Municipalities value communication and secondly, to assess the degree to which communication currently supports service delivery at Intsika Yethu and Lukhanji Municipalities thirdly, to understand whether external and internal communication support service delivery projects at Intsika Yethu and Lukhanji Municipalities. The guides of the questions linked to these objectives are attached to this dissertation as appendix C1 and C2. The first round of qualitative data collection took place on 28 July 2014 between 13:00 pm and 14:05 with an individual interview with municipal representative responsible for community services in Lukhanji local municipality. Then, the researcher continued to interview other four employees in Lukhanji Municipality until 13 August 2014. The round first round of individual interviews in Intsika Yethu Municipality started on 17 August 2014 between 09:00 and 10:20 am with representative employee responsible for technical services. Then, the researcher carried on with other four individual interviews until 4 September 2014. The following day, on the 5th September 2014 between 14:00 pm and 14:15, the researcher conducted an interview with GCIS employee responsible for municipalities' communication in the province of Eastern Cape. Then, on the 10th September 2014 researcher conducted another interview with GCIS employee representative responsible for Chris Hani District where Lukhanji and Intsika Yethu municipalities are situated.

(b) Focus group interviews

As part of the data collection methods, focus group interviews were conducted among the citizens and customers of Intsika Yethu and Lukhanji communities to assess or determine whether communication indeed has an impact on service delivery and customer satisfaction. The study made use of probability sampling method and the

simple random sampling type was used to select citizens/customers for this study from the compiled list of municipality customers that are paying tariffs in the municipality and the list served as a sampling frame. A table of random numbers was therefore used to determine the participants for the focus group. There are about 50 names in both municipalities' customers' list that was considered for selecting customers/citizens for the focus group. The names were numbered from 00 to 49 and the names were selected from a table of random numbers. A starting point was then arbitrarily selected at random and the remaining nine numbers that formed part of the focus group interviews members were picked as the researcher moved randomly through the list upward, downward and to the left and right of the table.

However, the method was deemed suitable considering the initial problems faced by the researcher in getting the customers/citizens to be part of the study as most of them were perpetually unavailable, while some found it difficult to understand that the motive was for a research study and not a kind of interrogation by a law enforcement agent. Using a sample frame from the list of customers also affords the researcher the opportunity of interrogating customers/citizens that provides the relevant or desired information, being customers and permanent citizens of Intsika Yethu and Lukhanji municipalities that pay tariffs consumers of all municipal services. Two focus group interviews were conducted in each of the selected areas of these municipalities namely Joe Slovo township in Cofimvaba, Qamata and Queenstown. More than a few authors have proposed different numbers for an ideal focus group as ranging from 6-10 members or 11-13 (Wimmer & Dominick, 2003). For the purpose of this study, a group consisting of 9 members was used for each focus group so that the group is big enough to be representative, as well as small enough for participants to participate fully in the discussions. All the focus group interviews were recorded on audio tape to ensure accurate capturing of information, and then transcribed.

To justify the use of focus group interview as a data collection method, several authors have written on the usefulness of focus group interview as a research tool. Du Plooy (2009) notes that focus group interview encourages discussions within the group and

the interactions among participants to enhance quality of data to be collected. As further added by Babbie and Mouton (2012), normally, focus group interviews are carefully planned discussions designed to obtain perceptions on a defined area of interest in a permissive non-threatening environment that allows the participants to express their themselves and give valuable opinions on issues being investigated. In essence, the benefits of focus groups is considerable as it gives the participants the opportunity to contribute meaningfully to data gathering within a permissive atmosphere which fosters a range of opinions, leading to a more complete and revealing understanding of the issues being researched (Morgan, 1997; Krueger & Casey, 2000). Focus groups therefore help to create a fuller, deeper understanding of the phenomenon being studied and they stimulate spontaneous exchange of ideas, thoughts and attitudes in the "security of being in a crowd" (Wimmer & Dominick, 2003). The two focus group interviews have therefore assisted this study to gain insight into the world of the participants and their views about the two selected municipalities' communication impact on service delivery and customer satisfaction.

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3.4.1.2 Quantitative Methods

a) Questionnaire Survey

This study also made use of questionnaires as a quantitative method to support the rich data collected from focus groups and personal interviews. Questionnaires have some strength as a data collection instrument in that the responses are usually gathered in a standardised way as respondents are left alone to write their views without any interference or hindrances from the researcher. Questionnaires also allow for collection of large amounts of data (Krueger & Casey, 2000). In addition, questionnaires also allow researchers to examine many variables ranging from attitudes and motives, intentions and demographic and lifestyle information. It also affords the researcher the opportunity to use a variety of statistics to analyse data (Wimmer & Dominick, 2003) and this was why using questionnaire was deemed suitable for this study.

For this study, structured questionnaires were distributed among community members of the selected areas to establish respondents' evaluation, desires, knowledge,

experience and expectations on media usage patterns for service delivery information by municipalities. As in the selection of focus group participants, the study also made use of probability sampling method and the simple random sampling type was used here to select customer/citizens for this study from the compiled list of customers/citizens who are non-payers and payers of tariffs, which served as a sampling frame. Again, a table of random numbers was used to determine the respondents that questionnaires were given to. As usual, a starting point was arbitrarily selected at random and the hundred survey respondents were selected in each municipality as the researcher moved randomly through the list upward, downward and to the left and right of the table until the required number was complete. As with the focus group interview, using a sample frame from the list of the customers also affords the researcher the opportunity of interrogating customers/citizens that provides the relevant or desired information, being customers and citizens that are interested in media for service delivery information. Customers that listen to the radios, read newspapers, municipal newsletters, regularly visit website and are part of an existing network of people that are passionate about their community radio stations and community newspapers. It is important to point out that the survey was also aimed to evaluate on whether the selected municipalities uses local media for service delivery information and for the benefit of customers/citizens.

The questionnaire of this study contained closed-ended questions. In closed-ended questions, respondents select an answer from a list provided by the researchers (Wimmer & Dominick, 2011). The questionnaires were pre-coded to facilitate the eventual analysis and processing of data via tabulation or by using a SPSS (Du Plooy, 2009). Hundred questionnaires were therefore distributed in each of the two selected municipalities and the areas were identified with the help of municipal officials. Some of the respondents picked up the questionnaires while visiting the municipality as they normally do, while some copies were distributed as well giving a total of 200 questionnaires with a breakdown of 100 questionnaires in each municipality. 96 questionnaires were returned from Intsika Yethu municipality while 92 questionnaires were returned from Lukhanji local municipality. As earlier on stated, the aim of using a

questionnaire was to complement data collected from the in-depth interviews and focus groups to ensure the richness of data from this study.

3.5 DATA PROCESSING AND ANALYSIS

It was discussed earlier on that the study made use of both qualitative and quantitative methods and data was analysed qualitatively and quantitatively accordingly. The recorded interviews (focus groups and personal interviews) were transcribed, analysed and discussed to identify the views of the respondents. Babbie & Mouton (2012) noted that data analysis is the process of bringing order, structure and meaning to the mass of data collected or generated. Quantitative data are usually represented by means of descriptive statistics, which include graphs and tables (Miles & Huberman, 1994; Marshall and Rossman, 1995). The quantitative methods therefore assisted this study to predict, describe, and explain quantities, degrees and to generalise from a sample to the population by collecting numerical data.



3.5.1 Qualitative Data analysis

Data analysis entails the process of bringing order, structure and meaning of the mass of collected data. Babbie & Mouton (2012:490) refer to qualitative data analysis as all forms of analysis of data that was gathered using qualitative techniques, regardless of the paradigms used to govern the research. According to Babbie and Mouton (2001), the researcher must keep track of emerging themes, read through field notes transcripts, and develop concepts and propositions in order to make sense of the data and thematic analysis was therefore used. In this study, the data that was gathered from the in-depth interviews was of a qualitative nature and the emphasis of the qualitative research was on the stated experiences of the participants and the meanings they attached to themselves, to other people and to their environment (Eysenck 2004:2). The data was put into categories to enable the researcher to find similarities and differences between the phenomena under investigation. Therefore, the researcher

analysed the data used the views and the opinion of the discussions from different focus groups and also use those of the individual, personal interviews.

3.5.2 Quantitative Data analysis

Data in this part of research was analysed very fast because the time and effort required for data analysis and interpretation depend on the study's methodology used. Analysis and interpretation may take several days to several months but in some research studies, data analysis and presentation may be completed in few minutes (Wimmer and Domminck, 2011). However, in this study, data from 96 and 92 valid questionnaires were analysed using SPSS version 16. Descriptive statistical analysis was used to describe respondents' demographic characteristics and to evaluate the use of media by the municipalities for related service delivery issues and information. An exploration factor analysis was performed on 44 items included in the questionnaire in order to determine underlying dimensions of municipal use of media for service delivery related issues.



3.6 Validity and reliability

Validity is when correct procedures have been applied to find answers to a question. Reliability refers to the quality of a measurement procedure that provides repeatability and accuracy. Bailey (1994:73) who wrote that, the reliability of measure/instrument is simply "its consistency – a measure is reliable if the measurement does not change when the concept being measured remains constant in value". He also cited (Hosti, 1990: 135) who added that the coder's expertise, acumen, clearness of classifications and coding procedures, together with the level of ambiguity in the measurement, will enhance the reliability of an instrument.

Furthermore, Babbie (2012:19) concludes that reliability is a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time. So reliability of measurement refers to the ability of the measuring instrument to consistently measure what was developed to measure. Reliability consists of internal and external consistency processes. External consistency can be achieved through

test/retest or running parallel forms of the same test (Ho, 2006:239). In the current study, Cronbach's alpha was used because it estimates the average correlation coefficient of items within a test (Maree 2007:216). A high alpha (0.8 or greater) corresponds to a high internal consistency of the entire test. A low alpha indicates that at least one item is not reliable. Cronbach's alpha was used to test internal reliability of factors in this study and the value of 0.6 was used as the cut-off point.

According to Babbie (2012: 123) in conventional usage, the term validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. On the other hand, Leedy and Ormrod (2005:103) are of the view that the validity of data should be considered regardless of the research methodology applied to the study. They indicate that based on the principle of validity, the following should be taken into consideration: the accuracy, meaningfulness and credibility of the research as a whole Leedy and Ormrod (2005:103). Bailey (1994:120) defines validity as "the degree in which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure". Zikmund (2000:281) notes that this objective is in most instances difficult to achieve. The process undertaken during the literature review, the data collection and in the pilot of this study made sure that this research complied with the principle of validity.

3.7 Conclusion

This chapter focused on the research methodology and the method used for data collection and analysis. It examined amongst other things, the research design, the qualitative and quantitative research methods used in this study, the population and sample of the study. It also looked in details the type of questions that were included in the questionnaires and the focus groups and how data was collected for the study. The process of data management and analysis was also discussed.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the results obtained from the study following the methodology as set out in chapter three. The researcher firstly, presents results from quantitative data and then later present results of the qualitative data. The researcher used mixed method to overcome limitations of single design, to explain and interpret and to explore phenomenon. According to Creswell (2003), mixed method research involves both collecting and analysing quantitative and qualitative data. In his definition, he further stated that the analysis of quantitative data consists of statistically analysing scores collected through instruments, checklists, or public documents to answer research questions or to test hypotheses. In contrast, qualitative data consists of open-ended information that the researcher gathers through interviews with participants (Creswell, 2003). However, these phases (quantitative and qualitative data) will be discussed following the sequence of the survey questionnaire, in-depth interviews and focus groups discussions respectively. However, the researcher first present the data collected from respondents at Lukhanji local municipality and thereafter Intsika Yethu local municipality.

4.2 QUANTITATIVE DATA PRESENTATION AND ANALYSIS

a. Questionnaires

Two hundred questionnaires were distributed with 100 in Intsika Yethu local municipality and 100 Lukhanji local municipality, two copies of which are appended as appendix E. Of these, 96 were returned in Intsika Yethu and 92 were returned and analysed in Lukhanji and which are used for the purpose of this study. So, this section presents the findings from which inferences are drawn. The sections of the questionnaire presents the results obtained through the close-ended and open-ended questions. Section A of the questionnaire dealt with the demographic and general information of the respondents; Section B dealt with communication channels or media usage by the municipality (communication vehicles), Section C focused on Evaluation of citizens/customers satisfaction with service delivery information and its impact. The

interpretation of the results are followed by the main findings of each question. The statistics given for all the questions are based on a valid percentage and the frequencies are indicated where necessary. In cases where the respondents had more than one option to choose from, the results are only given in frequencies. The first results to be presented and analysed are those of Lukhanji local municipality as mentioned above.

4.3 LUKHANJI QUANTITATIVE DATA ANALYSIS

4.3.1 Section A: Demographic and general information of Respondents

1) Gender of respondents

Out of 92 questionnaires that were returned; 40 (43%) of that were answered by male respondents and 52 (57%) by female respondents. There is slim difference in the percentage; perhaps this could be explained by the fact that both male and female respondents were eager to be part of a study of this nature in Lukhanji local municipality. It would have not been fair to find imbalance in the study, considering that the study had set out to share the questionnaire just almost equally among male and female respondents. This distribution of gender data is presented in figure 5 below:

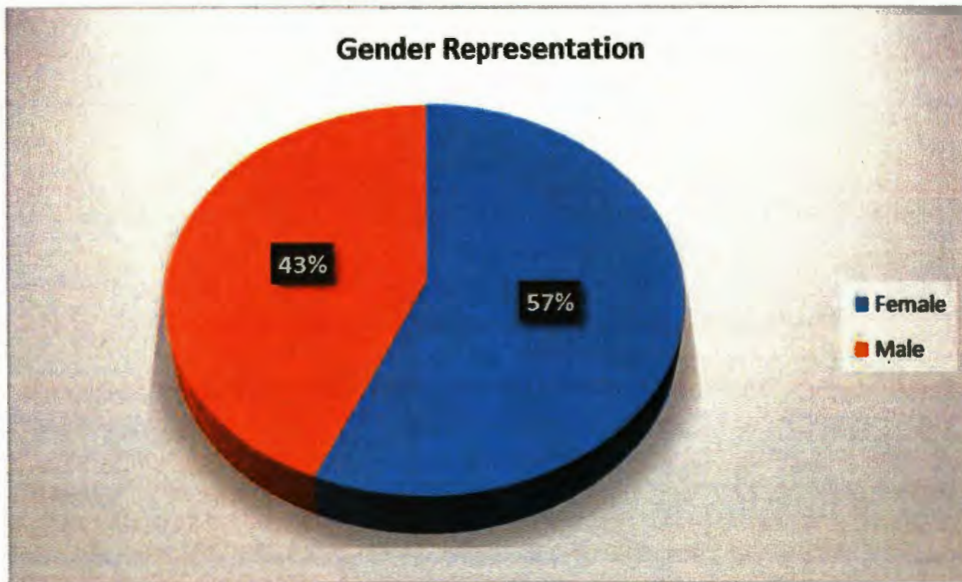


Figure 5: Gender representation

2) Marital Status representation

The researcher noted that majority of the respondents in Lukhanji municipality were not married at the time of data collection. Out of the questionnaires that were returned, 56 respondents (60%) of the total respondents were not married while 36 (40%) were married and there were no widowed and widower respondents. In that sense, the respondents represented the study were either married or not married. The detailed findings are represented in the figure 6 below:

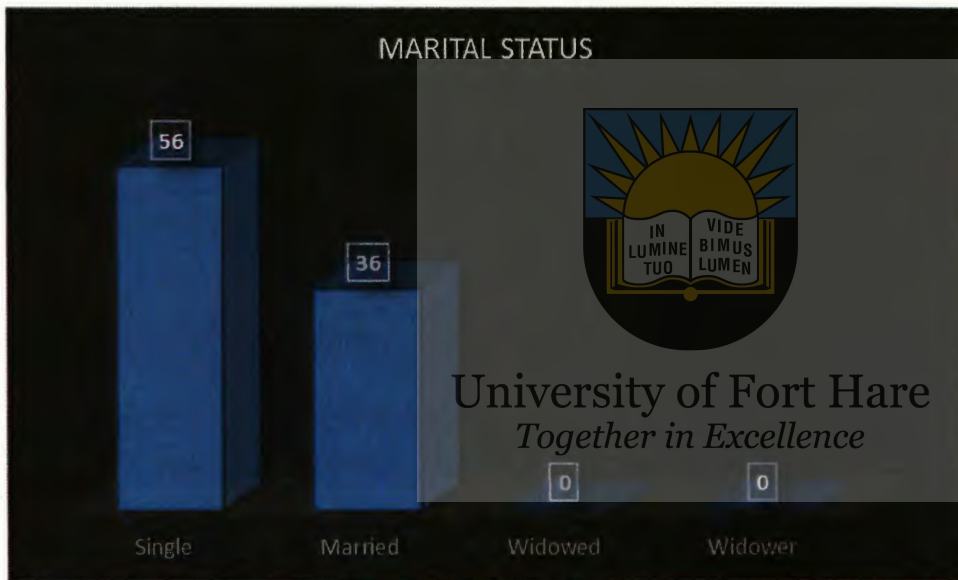


Figure 6: Marital Status representation

3) Level of education

A total of 44 respondents who were holding degrees or diplomas at the time of data collection returned the questionnaires making 48% of the total respondents. 24 Post Matric Certificate (26%) completed and returned the questionnaires whilst 16 (17%) respondents were with matric. only 8 'below matric' respondents returned questionnaires making 8% whilst there were no respondents that have never been to school at the time of data collection. The high representation of degree/diploma holders could be explained by the fact that, there were youthful respondents than old respondents and the respondents of the study were literate, as shown in figure 7 below:

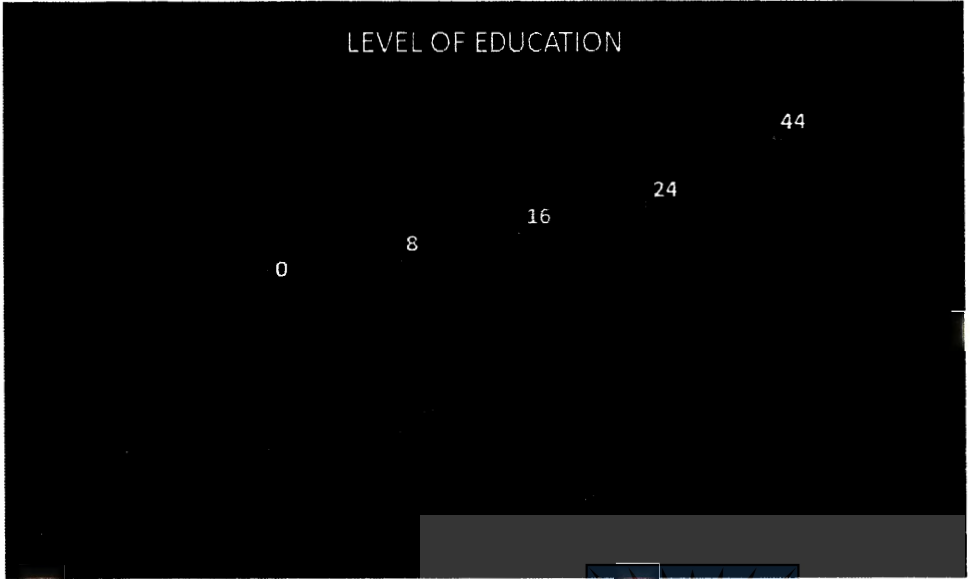


Figure 7: Level of education



4) Age distribution

As presented in figure 4, twenty (20) respondents (21.73% were between the ages of 17-21 years. The second group of respondents was aged between 22-29 years and was less than any other group in the study. This age group totaled 16 representing 17.39% of the participants. A total of 24 respondents (48.93% of the total respondents) indicated that they were ranging from 30-39 years and there was a large number of respondents from the age of 40 and above. These respondents were 32 at the time of data collection completing 34.78%. Given the nature of the study; the researcher felt no need for precise ages of participants and thus were grouped into identifiable age categories. The detailed findings are represented in the figure 8 below:

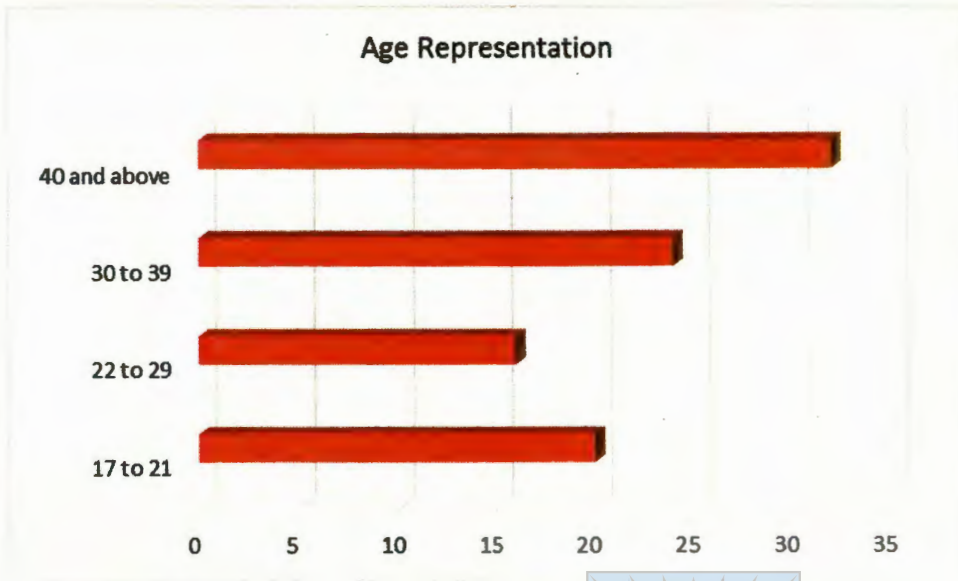


Figure 8: Age Representation



5) Home language of respondents

A total of 64 respondents (69.56%) represented Xhosa speakers. 20 (21.73%) respondents completed and returned the questionnaires were representing Afrikaans speakers. the English speakers were the lowest representation in the study as they were 8 making 8.96%. Lukhanji municipality is predominantly dominated by Xhosa speakers. See figure 9 below:

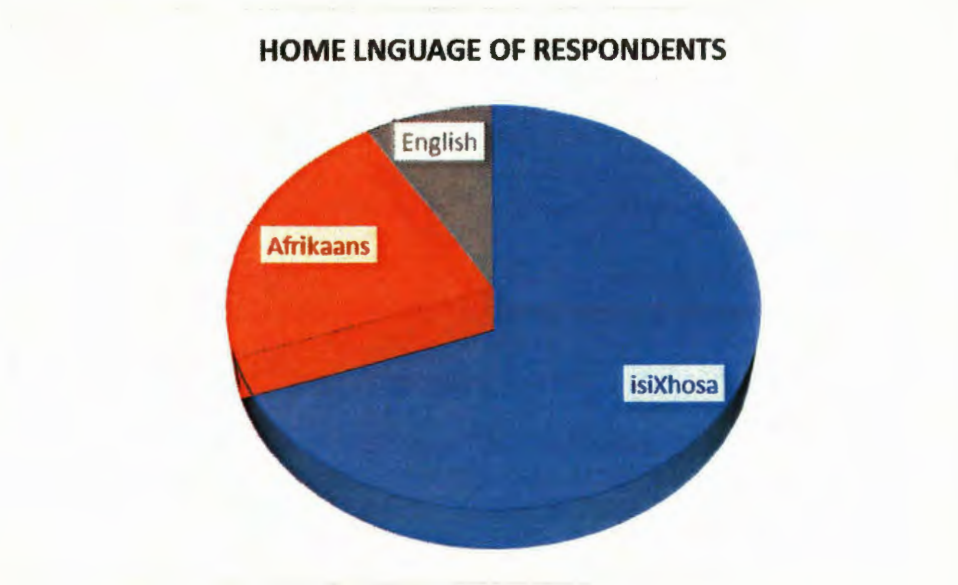


Figure 9: Home language representation

6) Employment status

Most of the respondents were employed at the time of data collection which were 48 representing 52.17%. Twenty four (26.08%) respondents said they were not employed. There were 8 respondents (8.69%) who indicated that they were self-employed. 12 respondents (13.04%) said they retired long time ago. High level of employment of respondents in the study could be explained by high number of respondents holding tertiary education (degrees/diplomas). This is shown in the figure 10 below:



Figure 10: Employment status

4.3.2 SECTION B: MEDIA USAGE AS (COMMUNICATION VEHICLES)

A. Respondents' knowledge of municipalities' communication of service delivery matters through the media

Most of the respondents (64 representing 69.56%) said 'Yes' they have heard service delivery information through communication channels or media. Whilst 28 respondents (30.43%) said 'No' and that they have never heard about service delivery information through media in their municipality. See Table. 1 below:

	Frequency	Percentage
Yes	64	69.56%
No	28	30.43%

Table 1: Respondents' knowledge of municipalities' communication of service delivery matters through the media

B. Respondents' evaluation of the kind of media or communication vehicles used most by the municipality

A total of 36 respondents said radio is most effective communication channel making 39.13% of the total respondents. 32 (34.78%) respondents said newspaper/newsletter is effective whilst 24 (26.86%) respondents said social media is effective. This shows that radio is the most appreciated communication channel. See figure 11 below:

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Figure 11: Respondents' evaluation of the kind of media or communication vehicles used most by the municipality

C. Respondents' view of the communication channel that is more effective for service delivery information in the municipality

When it comes to this question, the respondents were asked to choose items in order of their preferences, in that case the most preferred channel for service delivery information was community radio. As results shows, 32 respondents making 34.78% of total respondents said they prefer community radio. Twenty (20) respondents (21.73%) said they prefer social media for service delivery information. There were 20 respondents (21.73%) who indicated that they go with community newspaper when it comes to service delivery information. 12 respondents (13.4%) indicated that they prefer municipal website. Four respondents only making (4.34% of total respondents said they prefer SABC radio while 4 (4.34%) respondents preferred regional/national newspaper. Television (0%), newsletter (0%) and posters/brochures (0%) were never a first preference to any respondents. See Figure 12 below:

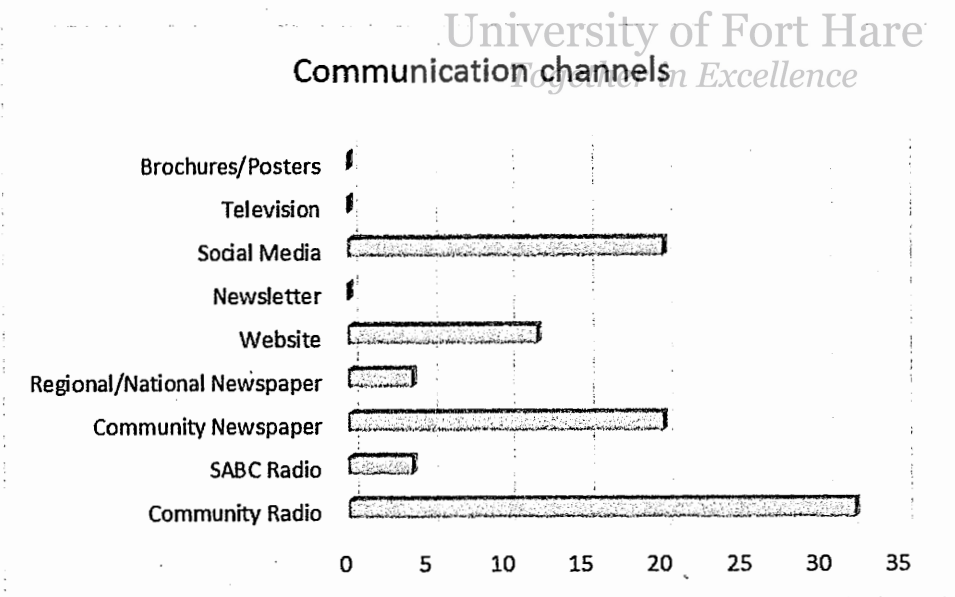


Figure 12: Communication vehicles

D. Respondents' knowledge of the existence of community radio in the municipality

A total of (28) 30.43% said they know one community radio in their area or municipality. 64 (69.56%) respondents said they know two community radios in their area or municipality. See the table 2 below

Number community radios	Frequency	Percentage
One	28	30.43%
Two	34	69.56%

Table 2: Respondents' knowledge of the existence of community radio in the municipality



4. Evaluation of the language used by community radio

A total of 60 65.21% respondents said their community radio broadcast in isiXhosa in their area or municipality. 20 (21.73%) respondents said their community radio broadcast in English in their area or municipality while 12 (13.4%) think their community radio broadcast in Afrikaans. See the table 3 below:

Language broadcasting	of	Frequency	Percentage
IsiXhosa		60	65.21%
English		20	21.73%
Afrikaans		12	13.4%

Table 3: Evaluation of the language used by community radio

5. Respondents' knowledge of the times that the municipality produces newsletters written about service delivery

The researcher also sought to know how often the Lukhanji municipality produces newsletter that keep the citizens/customers informed. Twenty (20) respondents representing (22%) of respondents said the municipality produces newsletter that keep them informed indepthly once in a month. This was against 40 respondents (43 %) who said their municipality produces newsletter once in three months whilst 32 respondents (35%) said they have never seen any newsletter for service delivery related information. It is shown in figure 13 below:

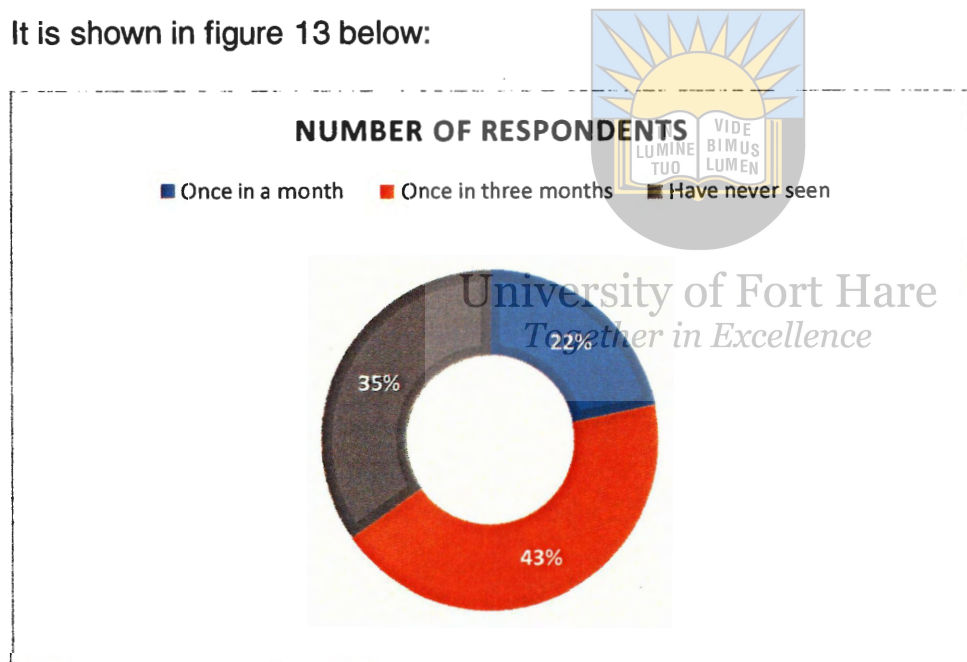


Figure 13: timelines of newsletter production

E. Respondents' knowledge of the number of community newspapers in the municipality

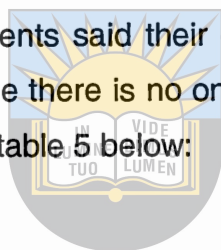
A total of 56 (60.86%) said they know two community newspapers in their area or municipality. 20 (21.73%) respondents said they only know one community newspaper in their area while 16 (17.39%) of the total respondents said they don't even know there is a community newspaper as presented in table 4 below:

Number of community newspapers	Frequency	Percentage
Two	56	60.86%
One	20	21.73%
Don't know	16	17.39%

Table 4: Respondents' knowledge of the number of community newspapers in the municipality

6. Evaluation of language used by the community newspaper use

A total of 66 (71.73%) said their community newspaper writes in isiXhosa in their area or municipality. 26 (28.26%) respondents said their community newspaper writes in English in their area or municipality while there is no one 00 (00%) mentioned that their newspaper writes in Afrikaans. See the table 5 below:



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Language of community newspaper	Frequency	Percentage
isiXhosa	66	71.73%
English	26	28.26%
Afrikaans	00	00%

Table 5: Evaluation of language used by the community newspaper use

7. Evaluation of respondents' view on municipal website

Again in this question, the respondents were asked to choose items in order of their preferences and in this case, the most preferred item to view was vacancies. As results shows, 12 respondents making 13.04% of total respondents said they prefer viewing announcements of service delivery information. 52 respondents (54.73%) said they prefer viewing Vacancies. They were only 8 respondents (8.69%) who indicated that they go for tenders first when it comes to viewing quotation bulletins. 16 respondents (17.39%) indicated that they prefer to view quotations first. Four respondents only

making 4.34% of total respondents said they prefer Municipal informational documents.

See table 6 below:

Website content	Frequency	Percentage
Announcements	12	13.04%
Vacancies	52	54.73%
Tenders	08	8.69%
Quotation bulletins	16	17.39%
Municipal informational documents	04	4.34%

Table 6: Evaluation of respondents' view on municipal website

4.3.3 SECTION C: EVALUATION OF CITIZENS/ CUSTOMERS SATISFACTION ON SERVICE DELIVERY INFORMATION AND ITS IMPACT

i. Accuracy of information

When it comes to this question, the respondents were asked about their level of satisfaction on accuracy of service delivery information they receive from their municipality through media or selected communication channels. As results shows, 4 respondents making 4.34% of total respondents said they were 'very dissatisfied' with accuracy of service delivery information they get through media. 24 respondents (26.08%) said they were 'dissatisfied'. There were 28 respondents (30.43%) who indicated that they were 'neutral'. 24 respondents (26.08%) indicated that they were satisfied with the accuracy of service delivery related information. Twelve respondents only making 13.4% of total respondents said they were 'very satisfied'. See figure 14 below:

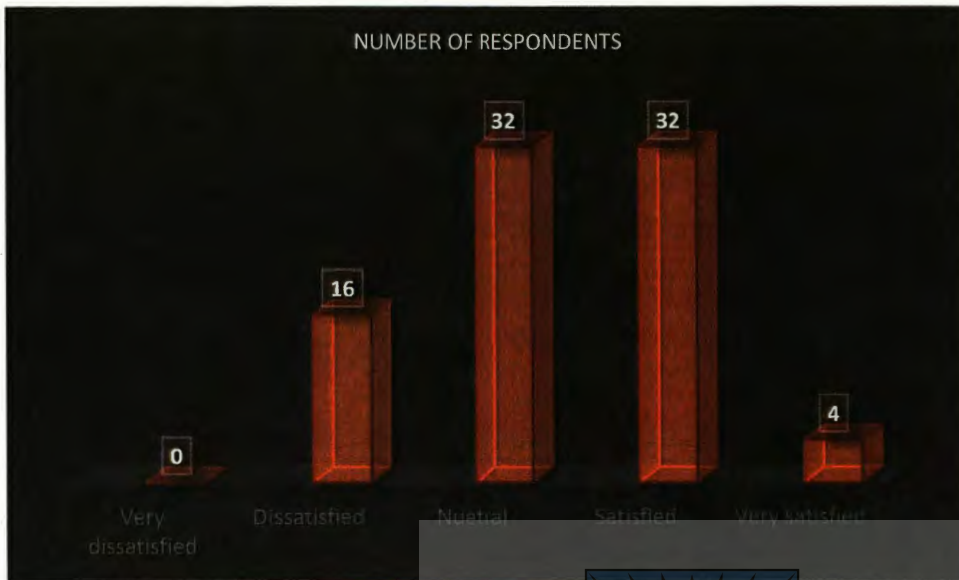


Figure 14: Satisfaction of the accuracy of information

ii. Relevance of the information

On the other question the respondents were asked about their level of satisfaction on relevance of service delivery information they receive from their municipality through media or selected communication channels. No respondents (0%) said they were 'very dissatisfied' with relevance of service delivery information they get through media. 16 respondents (17.39%) said they were 'dissatisfied'. There were 32 respondents (34.78%) who indicated that they were 'neutral'. 32 respondents (34.78%) indicated that they were satisfied with the relevance of service delivery related information. 4 respondents only making 4.34% of total respondents said they were 'very satisfied'. See figure 15 below:

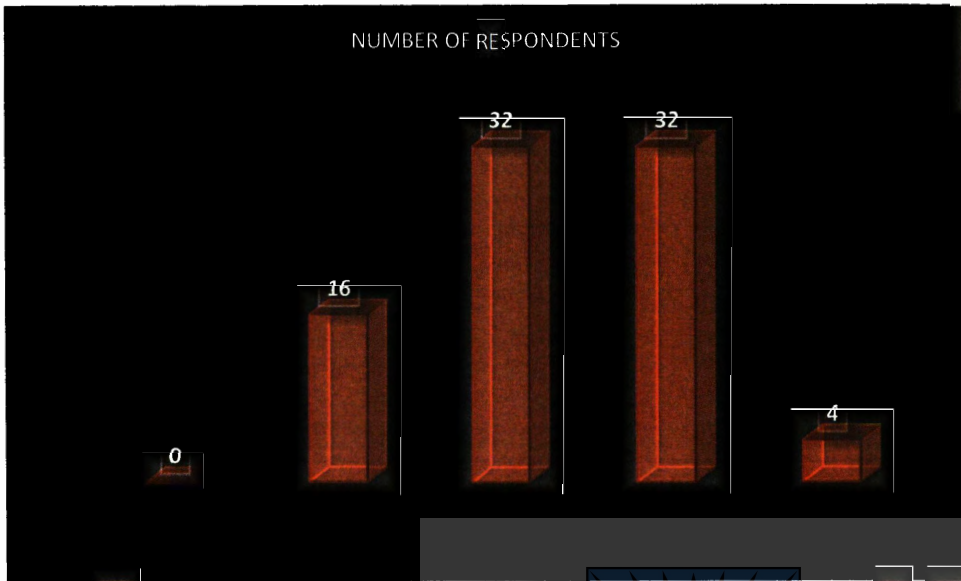


Figure 15: Relevance of service delivery information

iii. Amount of information received

Respondents were asked about the level of satisfaction on amount of service delivery information they receive from their municipality through selected communication channels. Eight (8) respondents making (8.69% of total respondents) said they were 'very dissatisfied' with the amount of service delivery information they get through communication channels or media. 32 respondents (34.78%) said they were 'dissatisfied'. There were 36 respondents (39.13%) who indicated that they were 'neutral'. 12 respondents (13.04%) indicated that they were 'satisfied' with the amount of service delivery related information. Four (4) respondents only making 4.34% of total respondents said they were 'very satisfied'. It is shown in figure 16 below:

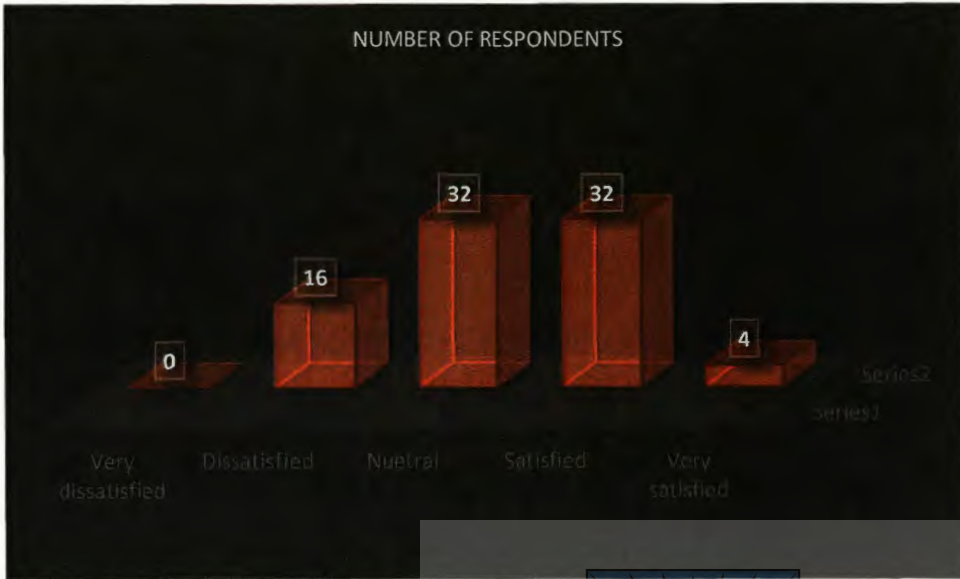


Figure 16: Amount of service delivery related information

iv. Language used in the information

In this question, the respondents were asked about their level of satisfaction on the language used for service delivery information they receive from their municipality through media or selected communication channels. As results indicated that 4 respondents making 4.34% of total respondents said they were 'very dissatisfied' with language used for service delivery information they get through media. 8 respondents (8.69%) said they were 'dissatisfied'. There were 12 respondents (13.04%) who indicated that they were 'neutral'. 44 respondents (47.82%) indicated that they were satisfied with the language used for service delivery related information. 24 respondents making (26.08% of total respondents) said they were 'very satisfied' with language used when communicating service delivery information as Shown in figure 17 below:

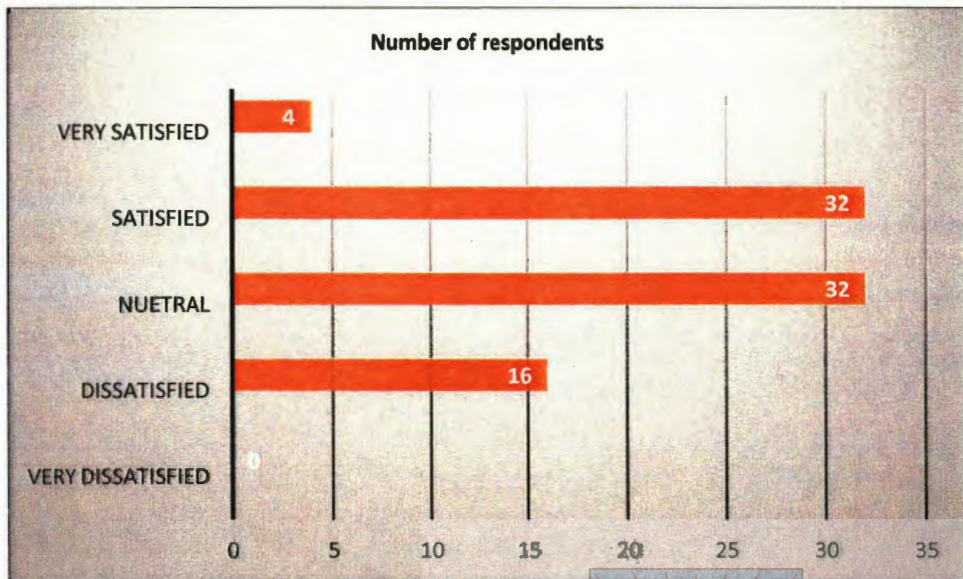


Figure 17: Language used in the information



v. Frequency/ Timelines of the information received

When asked about the level of satisfaction on frequency/timelines of service delivery information they receive from their municipality through media or communication channels, twenty (20) respondents making 21.73% of total respondents said they were very dissatisfied with the frequency/timelines of service delivery information they get through media. 24 respondents (26.08%) said they were dissatisfied. There were 28 respondents (30.43%) who indicated that they were neutral. Twenty (20) respondents (21.73%) indicated that they were satisfied with the language used for service delivery related information, whilst there were no respondents (0%) who were 'very satisfied'.

See figure 18 below:

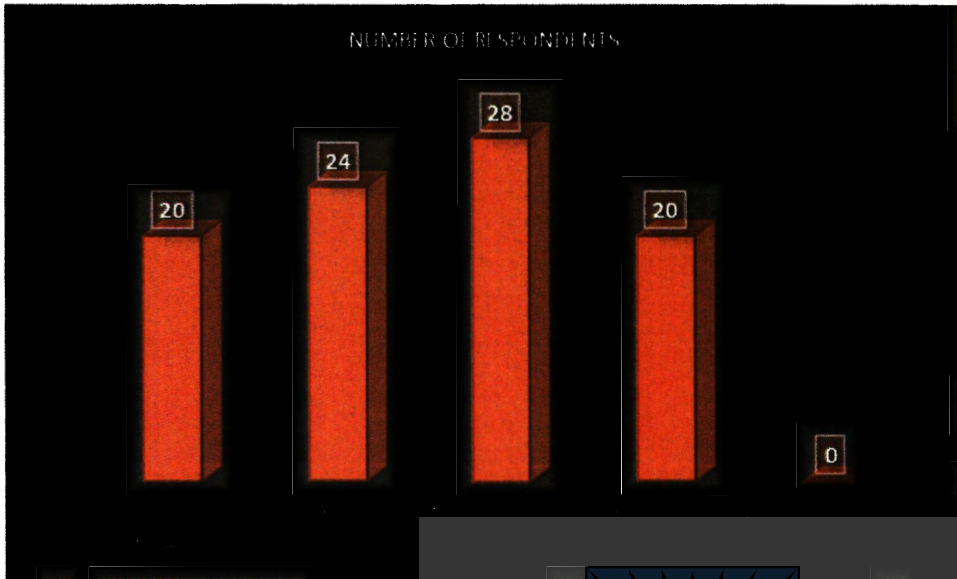


Figure 18: Frequency/ Timelines of the information received

vi. Evaluation of community radio as an effective way of communication for service delivery information.

A good number of respondents 28 (30.43%) 'Strongly agreed' that the community radio is the most effective way to communicate and transfer service delivery related information. Whilst on the other hand 44 respondents making 47.82% agreed with the statement. This was against small number of 8 'neutral' respondents (17.02%) and other 8 respondents (17.02%) who disagreed and 'strongly disagreed' respectively while there were no respondents (0%) who 'strongly disagreed'. This is shown in the figure 19 below:

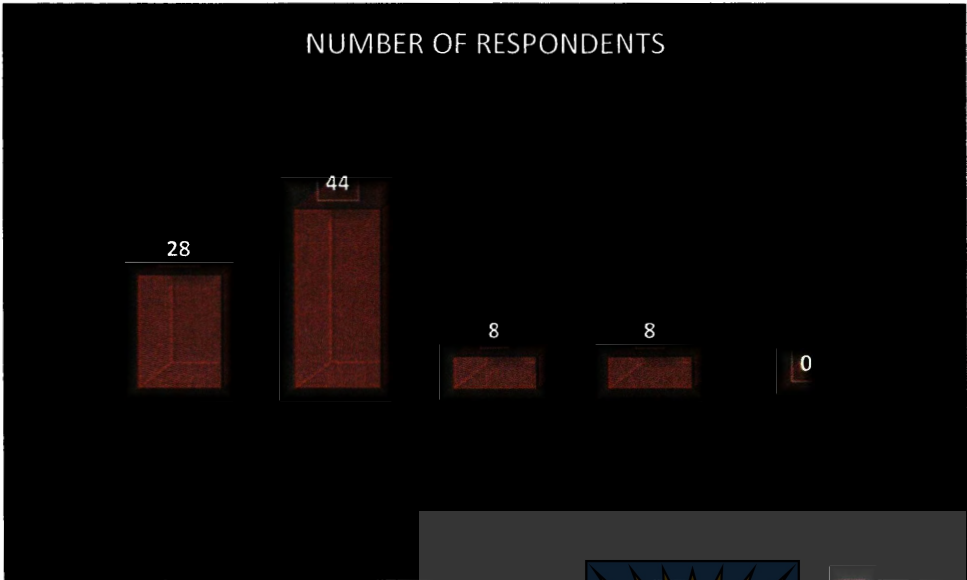


Figure 19: Evaluation of community radio as an effective way of communication for service delivery information.



vii. Respondents' view of whether the municipality only uses media to advertise and build its image

A total of 8 respondents (17.02%) out of 92 'strongly agreed' that the municipality only uses media to advertise and build its image. Twenty (20) respondents that represents 21.73% 'agreed' with the statement above. A huge number of the respondents, 44 making 47.82% were 'Neutral' to this statement whilst 12 respondents (13.04%) 'Disagreed' and other 12 respondents (13.04%) further 'strongly disagreed'. This is evident in figure 20 below:

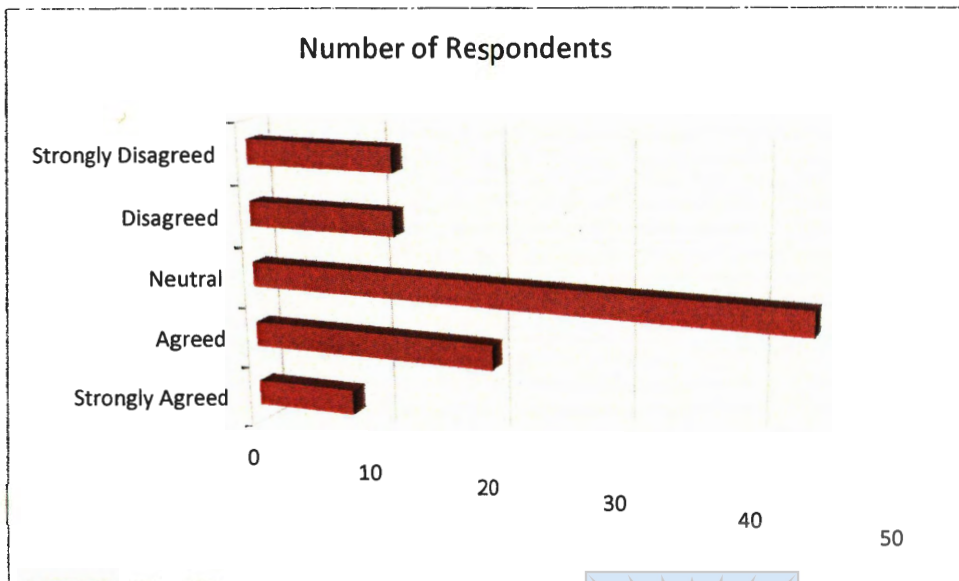


Figure 20: Respondents' view of whether the municipality only uses media to advertise and build its image



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viii. Evaluation of whether the municipality uses social media as a quick way to communicate service delivery related information.

12 respondents (13.04%) 'Strongly agreed' that their municipality only uses social media or social networks to advertise as a quick way to communicate service delivery related information. A number of respondents, 24 (26.08%) 'Disagreed'. 16 respondents (17.39%) were 'neutral to the statement above whilst a huge number of respondents, 32 (34.78%) 'Agreed'. Only 8 respondents (17.02%) who indicated that they 'strongly disagreed'. See figure 21 below:

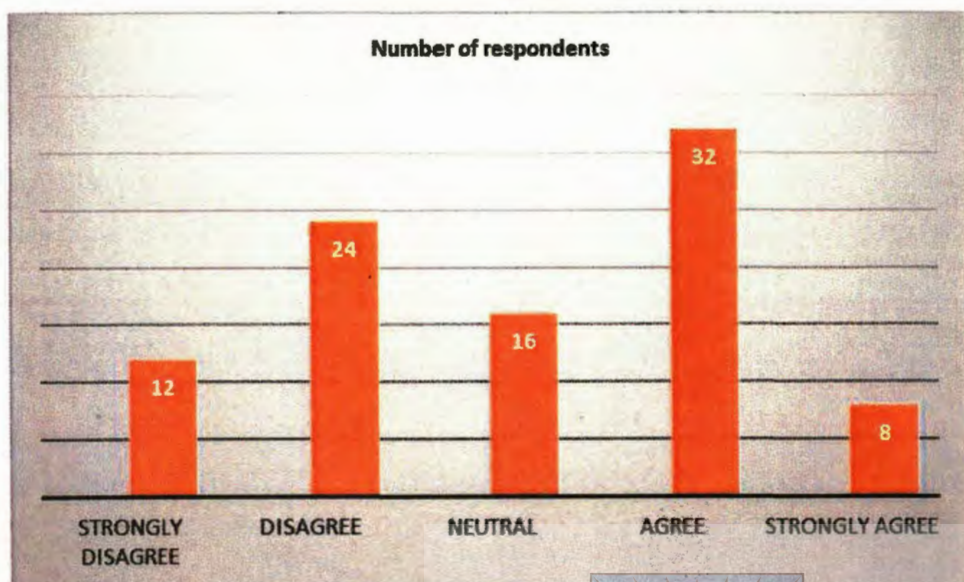


Figure 21: Evaluation of whether the municipality uses social media as a quick way to communicate service delivery related information.

ix. Respondents' views of whether the municipality uses radios and newspapers only to profile councillors.

A total of 28 respondents (30.43%) out of 92 'strongly disagreed' that in their municipality, radios and newspapers are only used to profile councillors. Another 28 respondents that represents 30.43% 'disagreed' with the statement above. An equal number of the respondents, 28, making (30.43%) were 'Neutral' to this statement whilst no respondents (0%) 'Agreed' and other 8 respondents (8.69%) further 'strongly agreed'. This is evident in figure 22 below:



Figure 22: Respondents' views of whether the municipality uses radios and newspapers only to profile councilors.



x. Respondents' views of whether the municipality uses media only for the benefit of its citizens/ customers in service delivery

No respondents (0%) 'Strongly disagreed' that municipality uses media for the benefit of its citizens on service delivery. 32 respondents (34.78%) 'Disagreed' and that was against 40 respondents (43.47%) who indicated that they were 'Neutral' to the statement above. 20 respondents (21.73%) 'Agreed' that their municipality only uses media for the benefit of its citizens or customers. While there were no respondents (0%), that 'strongly agree' with that statement. See figure 23 below:

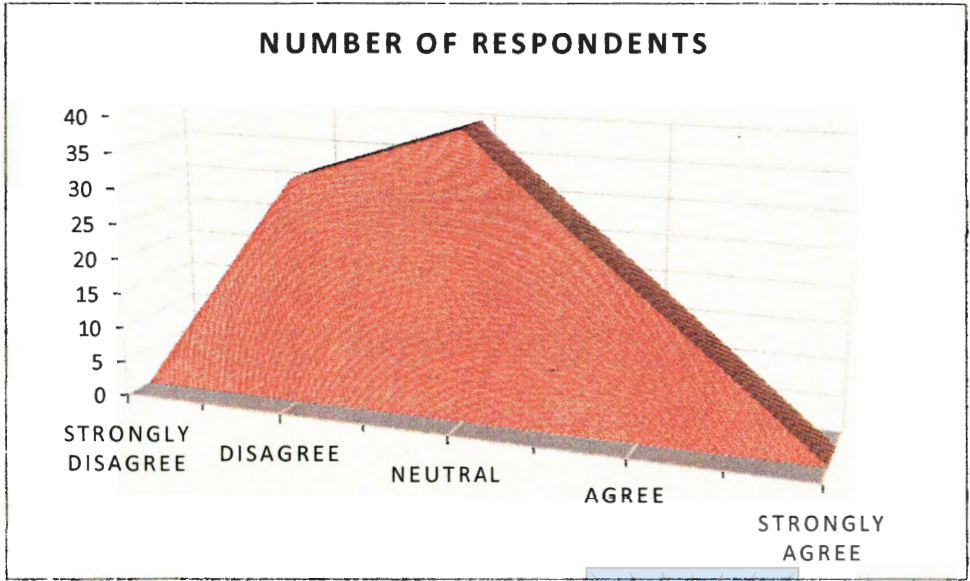
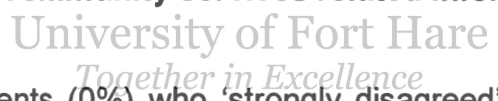


Figure 23: Respondents' views of whether the municipality uses media only for the benefit of its citizens/ customers in service delivery

xi. Evaluation of social media and radio as a quick solution in communicating community services related information



Again there were no respondents (0%) who 'strongly disagreed' and also 'disagreed' (0%) that social media and radio is always a quick solution in communicating community services related information for the benefit of its citizens on service delivery. Twelve respondents (13.04%) were 'Neutral' that was against 56 respondents (60.86%) who indicated that they 'Agreed' with the statement above. 24 respondents (26.08%) 'Strongly agreed' that social media and radio is always a quick solution in communicating community services related information for the benefit of its citizens on service delivery. See figure 24 below for detailed analysis:

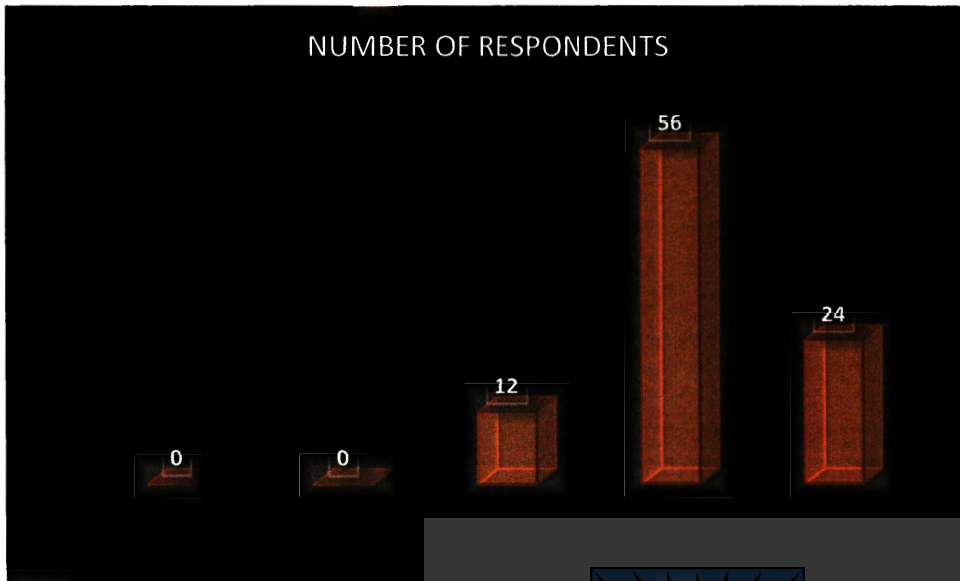


Figure 24: Evaluation of social media and radio as a quick solution in communicating community services related information



4.4 INTSIKA YETHU LOCAL MUNICIPALITY: QUANTITATIVE DATA PRESENTATION AND ANALYSIS

4.4.1 Section A: Demographic and general information

- **Gender of respondents**

Out of 96 questionnaires that were returned 46 (47.91%) of that were answered by female respondents and 54 (57%) by male respondents. There is slim difference in the percentage; perhaps this could be explained by the fact that both male and female students were eager to be part of a study of this nature in Intsika Yethu local municipality. It would have not been fair to find imbalance in the study, considering that the study had set out to share the questionnaire just almost equally among male and female respondents. This distribution of gender data is presented in figure 25 below:

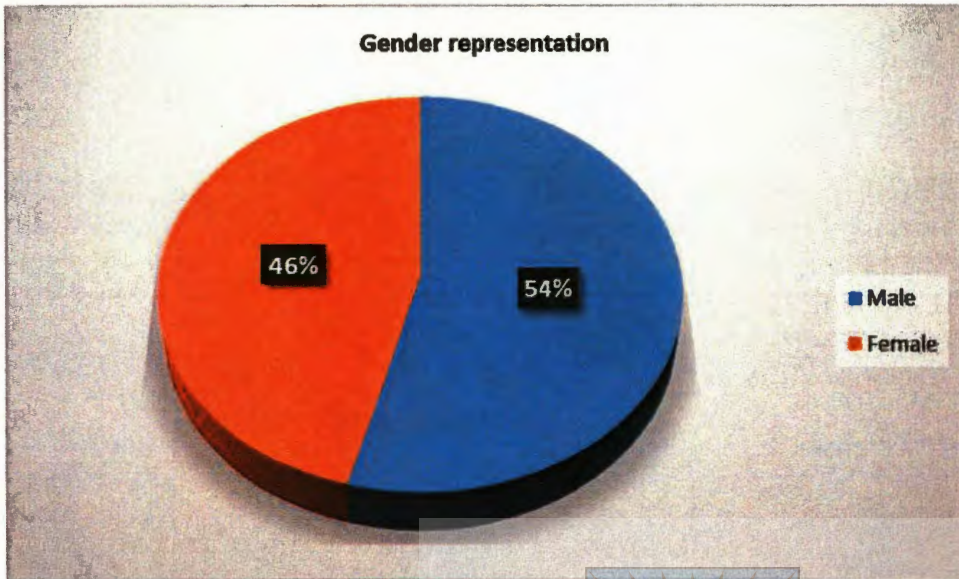


Figure 25: Gender of respondents



- **Marital Status representation**

The researcher noted that majority of the respondents in Intsika Yethu municipality were not married at the time of data collection. Out of the questionnaires that were returned, 52 respondents (54.16%) of the total respondents were single while 32 (33.33%) were married and there were no (0%) widowed respondents. There were 4 (4.16%) widower respondents. In that sense the respondents represented the study were either married, widower and not married. The detailed findings are represented in the figure 26 below:

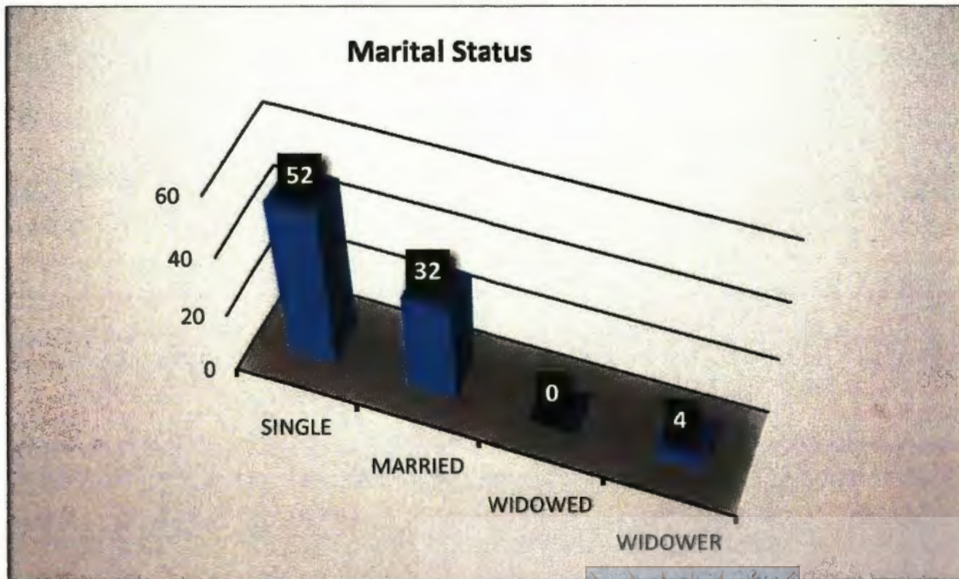


Figure 26: Marital Status representation



- **Level of education**

A total of 32 respondents who were holding degrees or diplomas at the time of data collection returned the questionnaires making (33.33%) of the total respondents. Sixteen (16) Post Matric Certificate (16.66%) completed and returned the questionnaires whilst 16 respondents were with matric making (16.66%). 24 respondents were below matric making (25%). Eight (8) respondents returned questionnaires making (8%) said they have never been to school while the high representation of degree/diploma holders could be explained by the fact that, there were youthful respondents than old respondents again. And the respondents of the study were literate. As shown in figure 27 below:

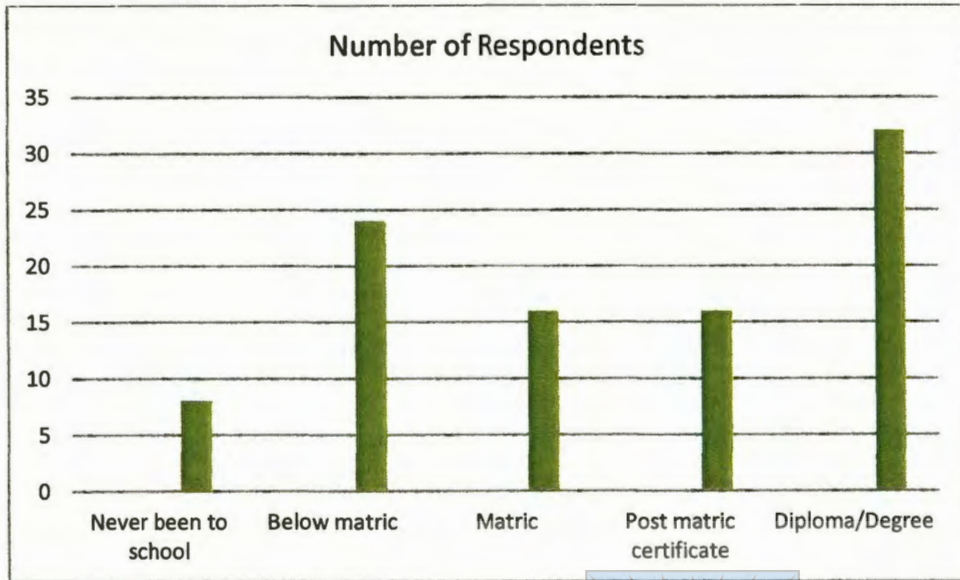


Figure 27: Level of education

- **Age representation**

As presented in figure 21, eight (8) respondents (8.33%) were between the ages of 17-21 years. The second group of respondents was aged between 22-29 years in the study and this age group totaled 16 representing (17.39%) of the participants. A total of 28 respondents (29.16%) of the total participants indicated that they were ranging from 30-39 years and there was a large number of respondents from the age of 40 and above. These respondents were 44 at the time of data collection completing (45.83%). Given the nature of the study; the researcher felt no need for precise ages of participants and thus were grouped into identifiable age categories. The detailed findings are represented in the figure 28 below:

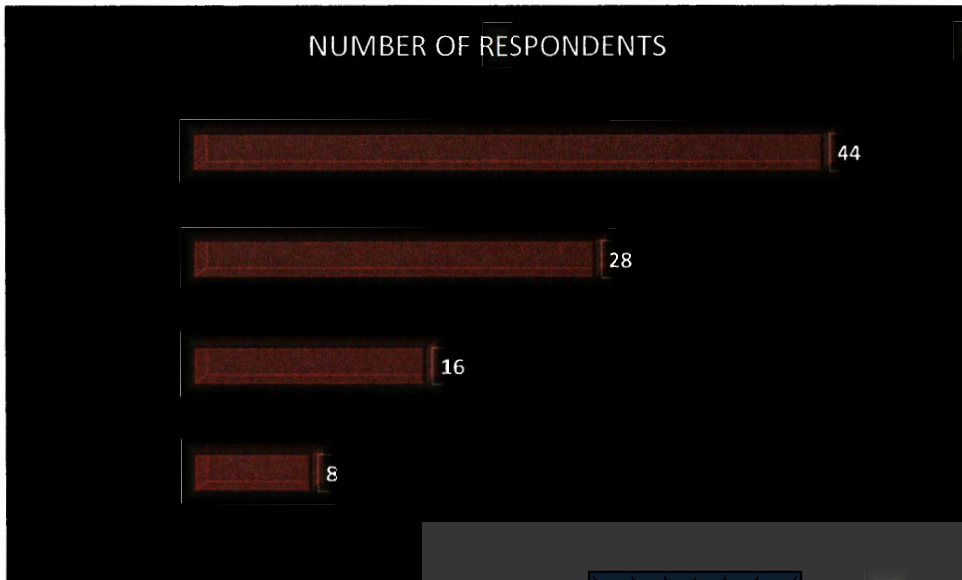


Figure 28: Age distribution



- **home language representation**

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A total of 88 respondents (92%) represented Xhosa speakers. 4 (4%) respondents completed and returned the questionnaires were representing Afrikaans speakers and the English speakers were the low at 4 (4%) respondents. Intsika Yethu is predominantly dominated by Xhosa speakers. See figure 29 below:

Number of respondents

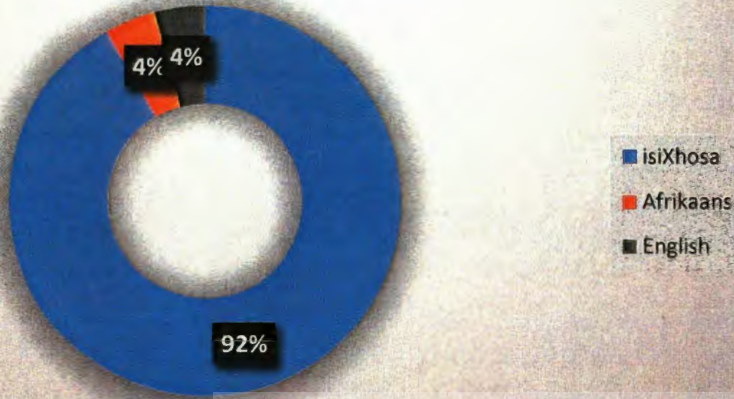


Figure 29: Home language representation



- **Employment status**

Most of the respondents were not employed at the time of data collection, 40 of them representing (42%) and 36 (37%) respondents said they were employed. Only 12 Respondents (13%) who indicated that they were self-employed. 8 respondents (8%) said they retired long time ago. There is balance between employment and unemployment in the study which could be explained by high number of respondents holding tertiary education (degrees/diplomas). This is shown in figure 30 below:

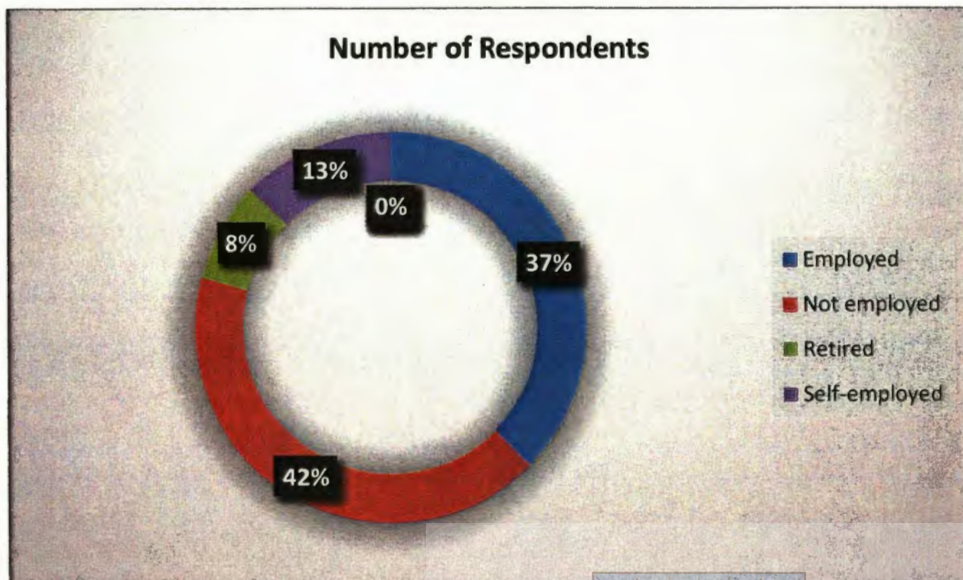


Figure 30: Employment status



4.5 SECTION B: MEDIA USAGE BY A MUNICIPALITY (COMMUNICATION VEHICLES)

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4.5.1 Respondents' knowledge of whether the municipality communicates service delivery through

All the respondents, 96 out of 96 reported they have heard their municipality communicate service delivery information through media. No respondent (0%) indicated that has never heard service delivery information through media. It is evident in figure 31 below:



Figure 31: municipality communicates service delivery matters through media

- **Evaluation of the most used media vehicle in the municipality**

A total of 56 respondents said radio is the most used communication channel returned the questionnaires making (58.33%) of the total respondents. 36 (37.5%) respondents said newspaper/newsletter completed and returned the questionnaires whilst 4 (4.16%) respondents said social media was the most used media vehicle. This shows that radio is the most appreciated communication channel. See figure 32 below:

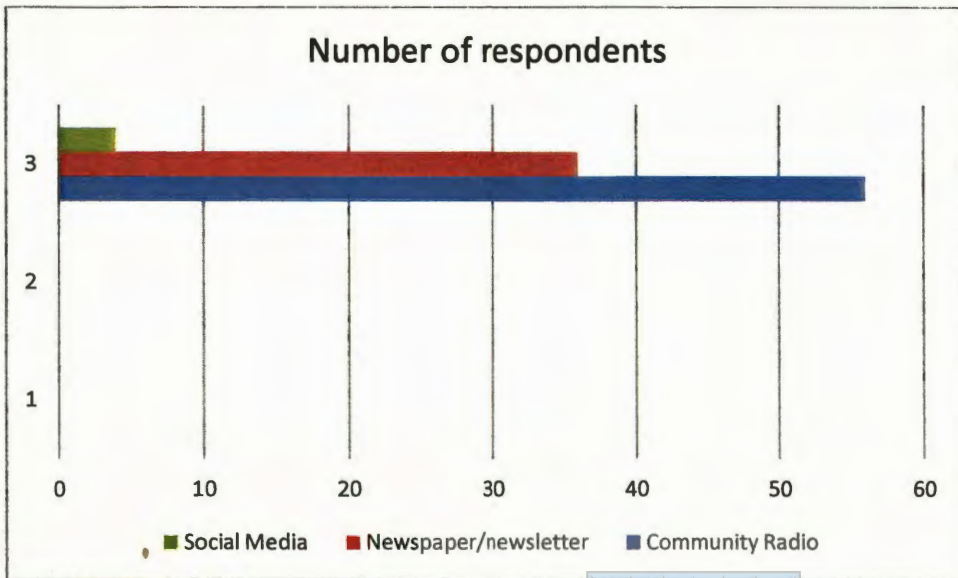


Figure 32: evaluation of the most used media vehicle

Respondents' view of the channel that is more effective for service delivery information in the municipality

When it comes to this question the respondents were asked choose items in order of their preferences, in that case, the most preferred channel for service delivery information was community radio. As results shows 44 respondents making (45.38%) of total respondents said they prefer community radio. 4 respondents (4.16%) said they prefer social media for service delivery information. There were 36 respondents (37.5%) who indicated that they prefer community newspaper when it comes to service delivery information. 8 respondents (8.3%) indicated that they prefer SABC radio and four respondents only making (4.34% of total respondents) said they prefer regional/national newspaper. While no respondents who preferred website (0%), newsletter (0%), television (0%) and brochures/posters (0%). See Figure 33 below:



Figure 33: evaluation of the most effective channel for service delivery

- **Respondents' knowledge of the existence of community radios in the municipality**

A total of 96 (100%) said they know one community radio in their area or municipality. There were no other respondents (0%) who had knowledge of another community radio. See the table 6 below:

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Number of radios	Frequency	Percentage
one	96	96%
two	00	0%
three	00	0%

Table 7. Number of community radios known in your municipality

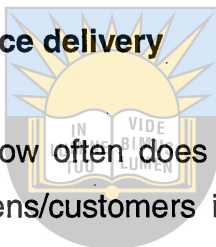
- **Evaluation of language used by the community radio**

A total of 96 (100%) said their community radio broadcast in isiXhosa in their area or municipality. Zero (0) (0%) no respondents said their community radio broadcast in English in their area or municipality while 0 (0%) there were also no respondents said their community radio broadcast in Afrikaans. See the table 8 below:

Language used by community radio	Frequency	Percentage
isiXhosa	96	100%
Afrikaans	0	0%
English	0	0%

Table 8: language of broadcast

- **Respondents' knowledge of the times that the municipality produces newsletters written about service delivery**



The researcher also wanted to know how often does Intsika Yethu local municipality produce newsletter that keep the citizens/customers informed. Four (4) respondents representing (4.16%) of respondents said the municipality produces newsletter that keep them informed once in a month. This was against 64 respondents (66.66%) who said their municipality produces newsletter once in three months whilst 28 respondents (29.16%) said they have never seen any newsletter for service delivery related information in that municipality. This is evident in figure 34 below:

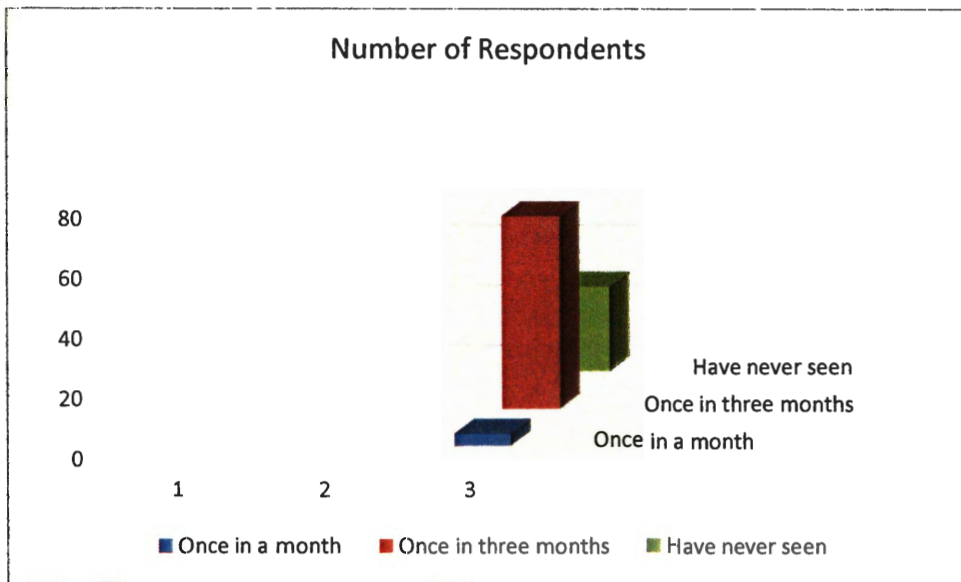
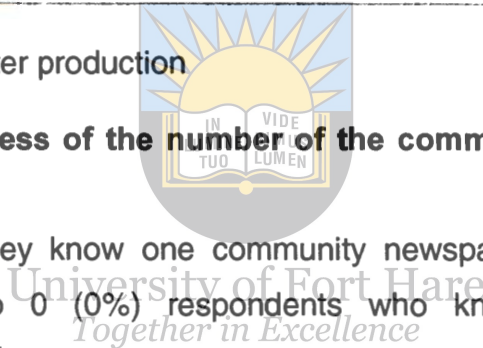


Figure 34: timelines of newsletter production

- **Respondents' awareness of the number of the community newspapers in the municipality**

A total of 96 (100%) said they know one community newspapers in their area or municipality. There were no 0 (0%) respondents who know other community newspaper. See the table 9 below.



Number of Community newspapers	Frequency	Percentage
one	96	96%
two	00	0%
three	00	0%

Table 9: community newspapers known in your municipality

- **Evaluation of language used by community newspaper**

A total of 96 (100%) said their community newspaper writes in isiXhosa in their area or municipality. 0 (0%) respondents who said their community newspaper writes in English in their area or municipality while there is no one 0 (0%) who mentioned that their newspaper writes in Afrikaans. See the table 10 below:

Language use by community newspaper	Frequency	Percentage
isiXhosa	96	96%
Afrikaans	00	0%
English	00	0%

Table 10: language of community newspaper

▪ **Evaluation of respondents' view on municipal website**

Again in this question the respondents were asked to choose items in order of their preferences, in this case the most preferred item to view was vacancies. As results shows, a good number of respondents 56 making (58.33%) of total respondents said they prefer viewing announcements for service delivery information. Twenty four (24) respondents (25%) said they prefer Vacancies. They were only 4 respondents (4.16%) who indicated that they go for tenders first when it comes to viewing municipal website. 12 respondents (12.5%) indicated that they prefer viewing quotations first. No (0%) respondent who preferred viewing Municipal informational documents first. See figure 35 below:

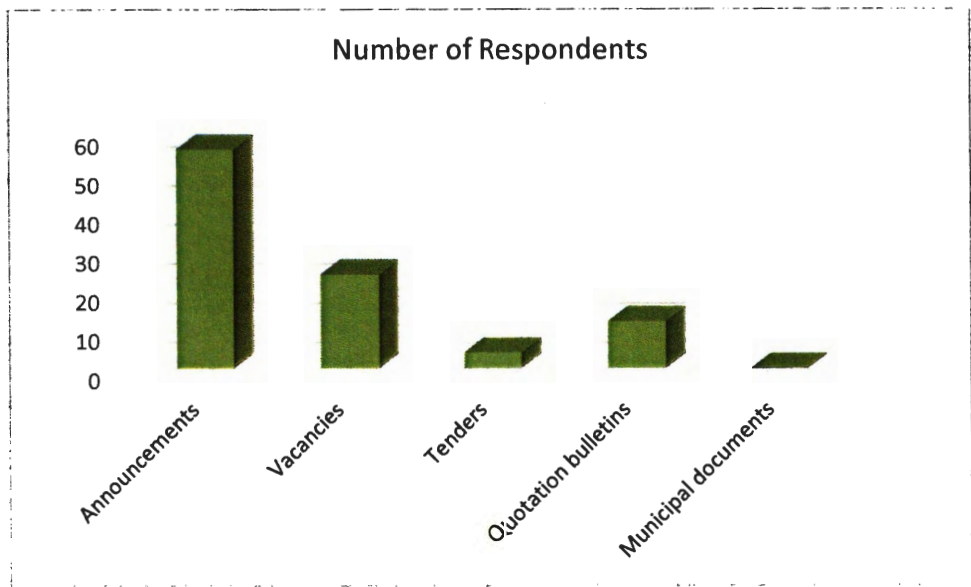


Figure 35: municipal website content viewership

4.6 SECTION C: EVALUATION OF CITIZENS/ CUSTOMERS' SATISFACTION WITH SERVICE DELIVERY INFORMATION AND ITS IMPACT

- **Accuracy of information**

When it comes to this question the respondents were asked about their level of satisfaction on accuracy of service delivery information they receive from their municipality through media or selected communication channels. As results shows 8 respondents making (8.33%) of total respondents said they were 'very dissatisfied' with accuracy of service delivery information they get through media. 16 respondents (16.66%) said they were 'dissatisfied'. There were 34 respondents (35.51%) who indicated that they were 'neutral'. Another 34 respondents (35.51%) indicated that they were 'satisfied' with the accuracy of service delivery related information. four (4) respondents only making (4.16%) of total respondents said they were 'very satisfied'. See figure 36 below:

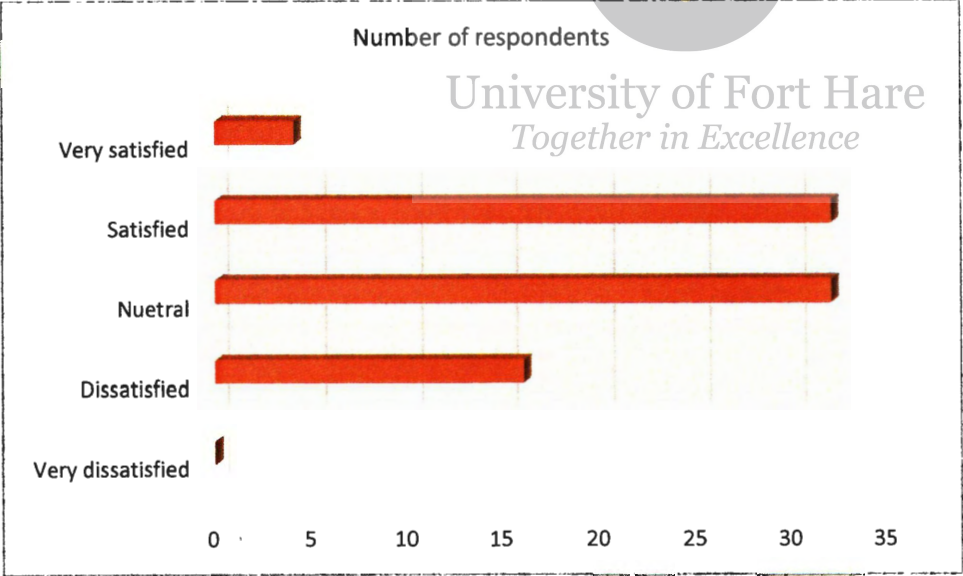


Figure 36: Accuracy of information

- **Relevance of information**

On the other question the respondents were asked about their level of satisfaction on relevance of service delivery information they receive from their municipality through media or selected communication channels. No (0%) respondents said they were 'very dissatisfied' with relevance of service delivery information they get through media. 12

respondents (12.5%) said they were 'dissatisfied'. There were 32 respondents (34.78%) who indicated that they were 'neutral'. 40 respondents (41.66%) indicated that they were 'satisfied' with the relevance of service delivery related information. 12 respondents only making (12.5%) of total respondents said they were 'very satisfied'. See figure 37 below:

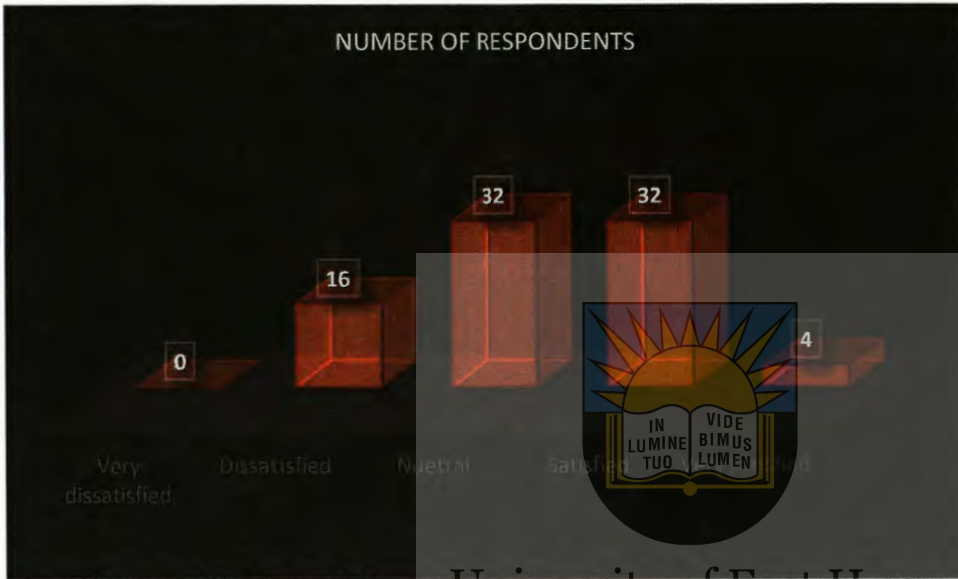


Figure 37: Relevance of information *University of Fort Hare Together in Excellence*

- **Amount of information received**

Respondents were asked about the level of satisfaction on amount of service delivery information they receive from their municipality through selected communication channels. Eight (8) respondents making (8.69%) of total respondents said they were 'very dissatisfied' with the amount of service delivery information they get through communication channels or media. 12 respondents (12.5%) said they were 'dissatisfied'. They were 40 respondents (41.66%) who indicated that they were 'neutral'. 24 respondents (25%) indicated that they were 'satisfied' with the amount of service delivery related information. 8 respondents only making (8.69%) of total respondents said they were very 'satisfied'. This is evident in figure 38 below:

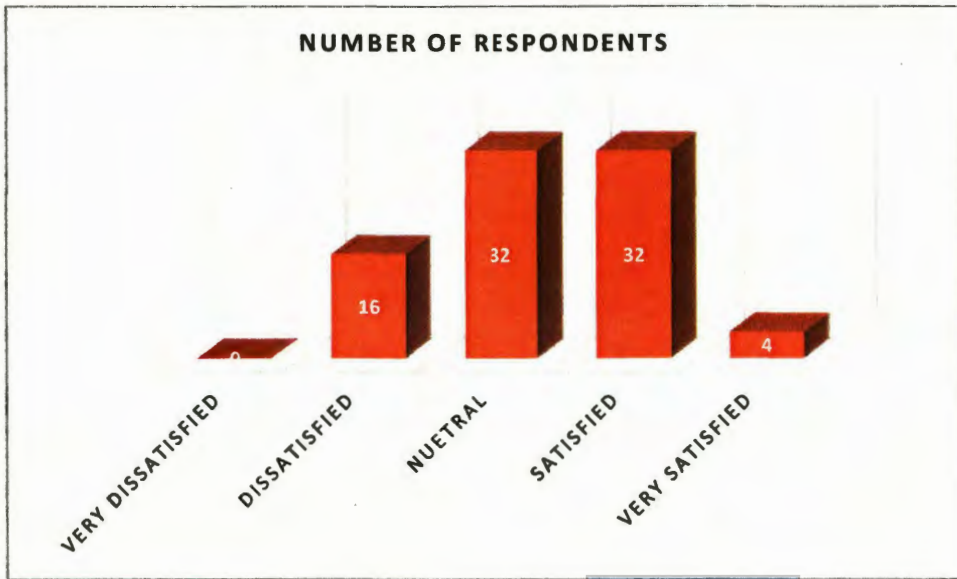


Figure 38: Amount of information received

- **Language used in the information**



On the other question the respondents were asked about their level of satisfaction on language used for service delivery information they receive from their municipality through media or selected communication channels. No (0%) respondents said they were 'very dissatisfied' with relevance of service delivery information they get through media. 8 respondents (8.33%) said they were 'dissatisfied'. There were 16 respondents (16.66%) who indicated that they were 'neutral'. 52 respondents (54.16%) indicated that they were 'satisfied' with the language used for service delivery related information. 20 respondents only making (20.83%) of total respondents said they were 'very satisfied'. See figure 39 below:

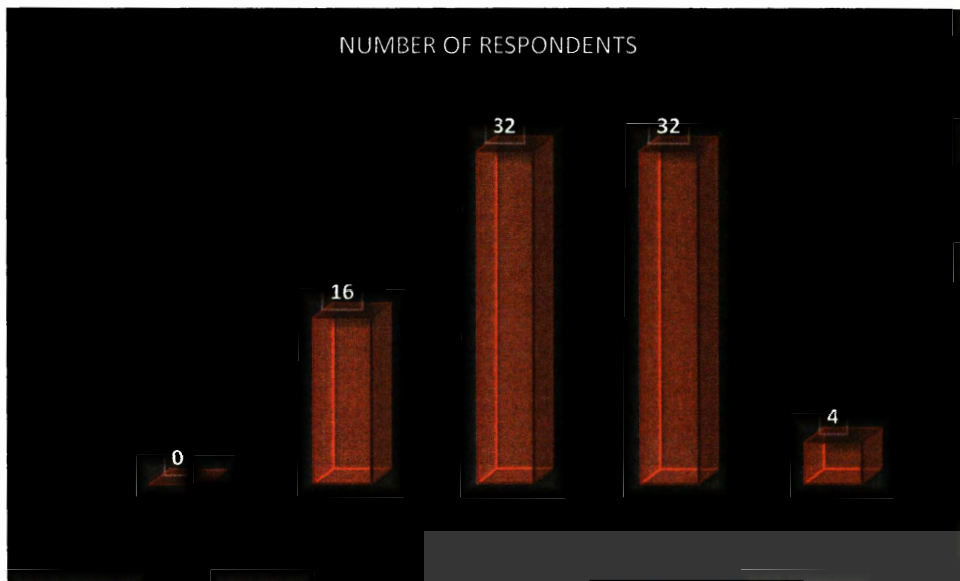


Figure 39: Language used in the information

- **Frequency/timelines of the information received**

When the respondents were asked about the level of satisfaction on frequency/timelines of service delivery information they receive from their municipality through media or communication channels. 8 respondents making (8.33) of total respondents said they were 'very dissatisfied' with the frequency/timelines of service delivery information they get through media. 12 respondents (12.5%) said they were 'dissatisfied'. There were 36 respondents (37.5%) who indicated that they were 'neutral'. 24 respondents (25%) indicated that they were satisfied with the language used for service delivery related information while there were 16 (16.66%) respondents who indicated that they were very 'satisfied'. See figure 40 below:

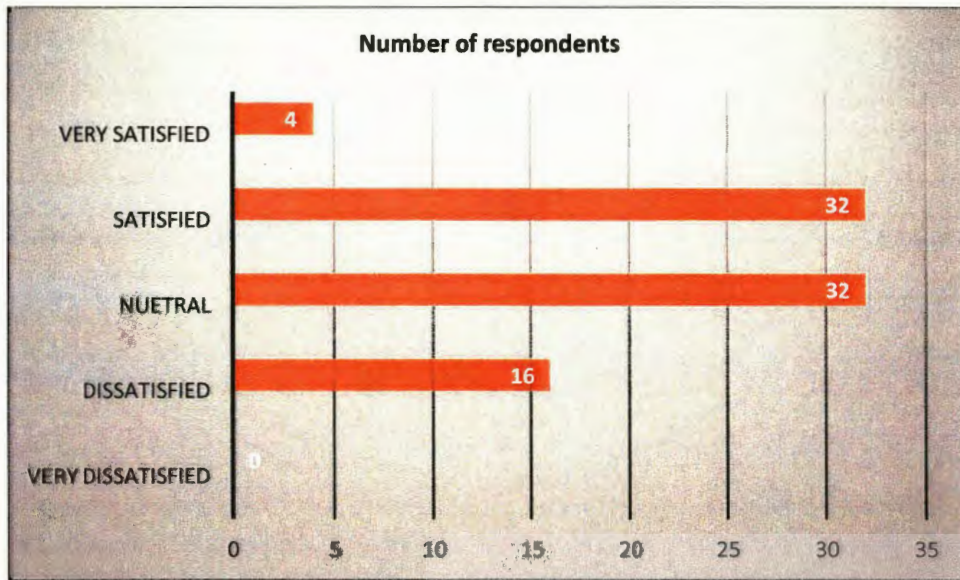
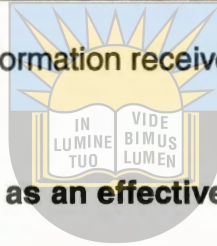


Figure 40: Frequency/timelines of the information received



- **Evaluation of community radio as an effective way to communicate service delivery information**

A good number of respondents 20 (20.83%) 'Strongly agreed' that the community radio is the most effective way to communicate and transfer service delivery related information. Whilst on the other hand 44 respondents making (47.82%) agreed with the statement. This was against 24 respondents who were 'neutral' making (25%) and other 4 respondents (4.16%) who 'disagreed' and there were no (0%) respondents who 'strongly disagreed'. This is shown in figure 41 below:

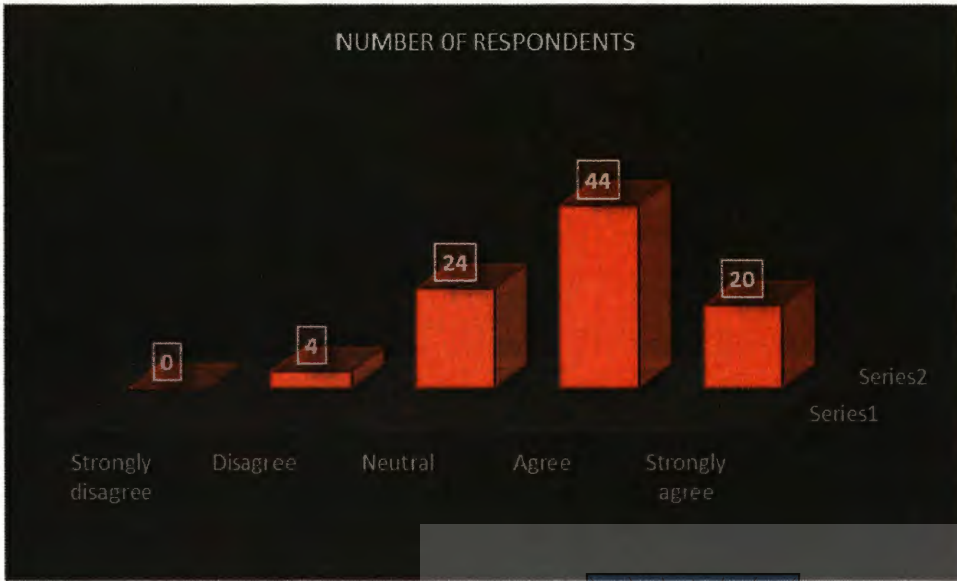


Figure 41: effectiveness of community radio

- **Evaluation of media usage to advertise and build municipal image.**

A total of 20 respondents (20.83%) out of 92 'strongly agreed' that the municipality only uses media to advertise and build its image. 36 respondents that represents (37.5%) agreed with the statement above. A number of the respondents, 28 making (29.16%) were 'Neutral' to this statement whilst 8 respondents (8.33%) 'Disagreed' and 4 respondents (4.16) further 'strongly disagreed'. This is evident in figure 42 below:

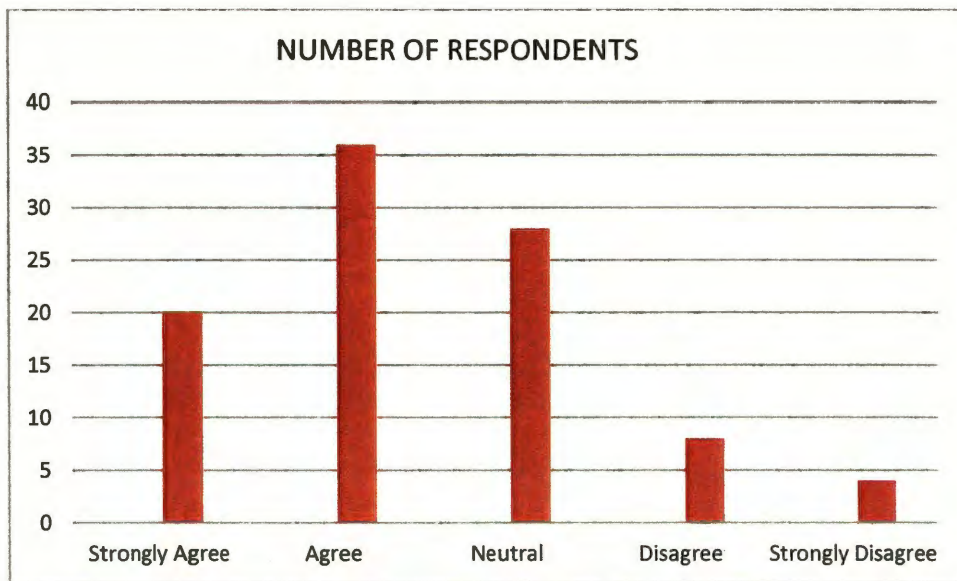


Figure 42: Evaluation of media usage to advertise and build municipal image

- **Evaluation of social media as quick way to communicate service delivery related information**

12 respondents (13.04%) 'Strongly agreed' that their municipality only uses social media or social networks to advertise as quick way to communicate service delivery related information. A number of respondents 36 (37.5%) 'Agreed'. 36 respondents (37.5%) were 'neutral to the statement above whilst 8 respondents (8.33%) 'Disagreed'. Only 4 respondents (4.16%) who indicated that they 'strongly disagreed'. See figure 43 below:

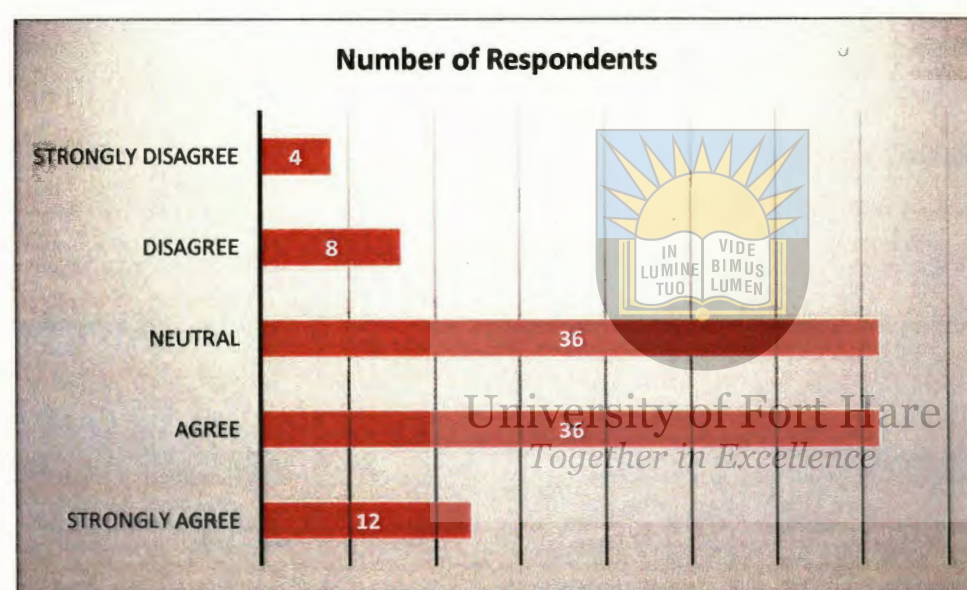


Figure 43: Evaluation of social media as quick way to communicate service delivery related information

- **Respondents' views on whether the municipality uses radios and newspapers to profile councillors**

A total of 16 respondents (16.66%) out of 96 'Strongly Disagreed' that in their municipality uses radios and newspapers to profile councillors. 24 respondents that represents (25%) 'Disagreed' with the statement above. A huge number of the respondents, 40 making (41.66%) were 'Neutral' to this statement whilst 8 respondents (8.33%) 'Agreed' and other 8 respondents (8.33%) further 'strongly agreed'. This is evident in figure 44 below:

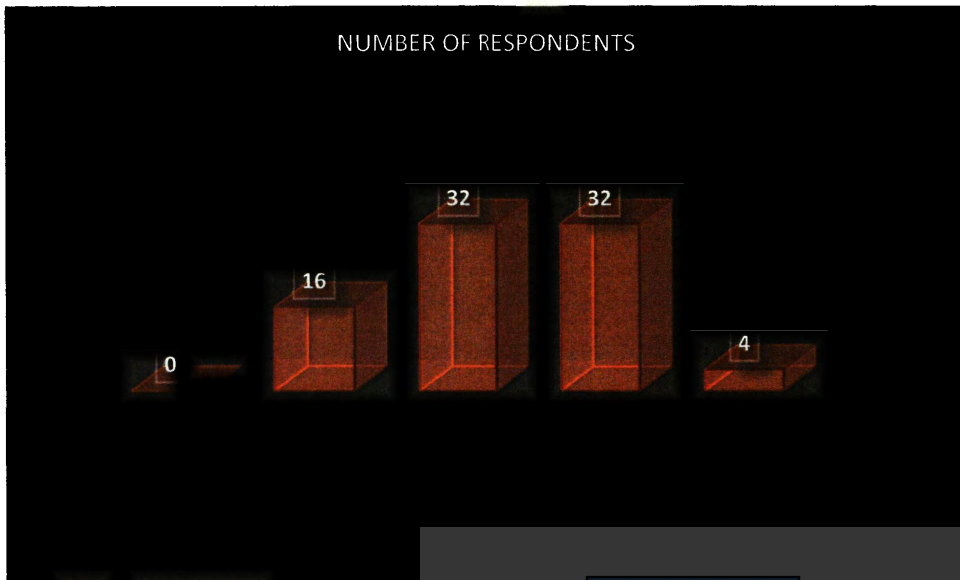


Figure 44: Respondents' views on whether the municipality uses radios and newspapers to profile councillors



- **Respondents' views on whether municipality uses media only for the benefit of its citizens/ customers in service delivery**

12 (12.5%) respondents 'strongly disagreed' that municipality uses media for the benefit of its citizens on service delivery. 12 respondents (12.5%) 'Disagreed', that was against 32 respondents (33.33%) who indicated that they were 'Neutral' to the statement above. A good number of respondents, 36 (21.73%) 'Agreed' that their municipality only uses media for the benefit of its citizens or customers. While there 4 (4.16%) respondents 'strongly agree' with that statement. See figure 45 below:

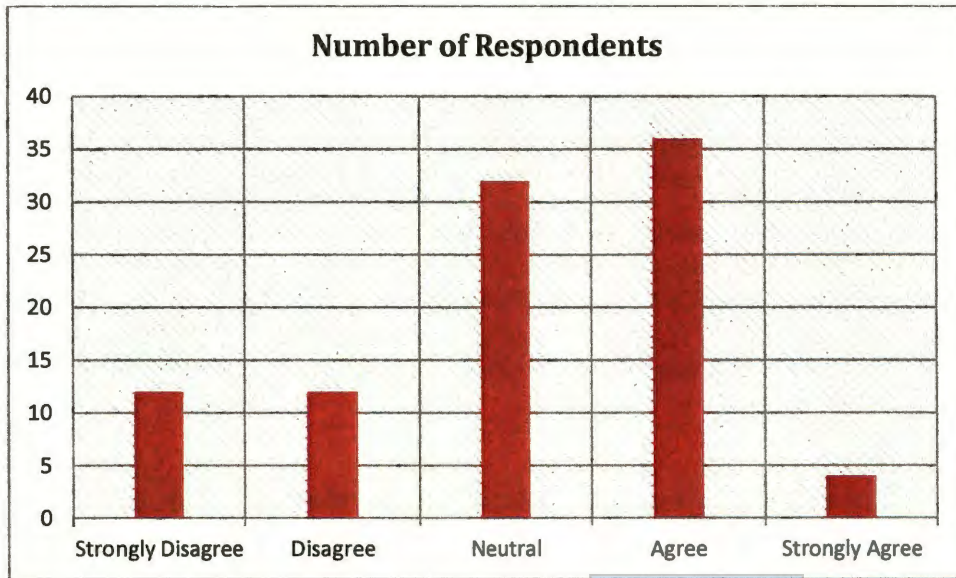
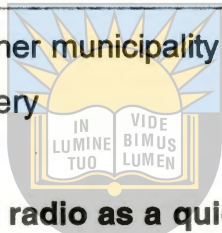


Figure 45: Respondents' views on whether municipality uses media only for the benefit of its citizens/ customers in service delivery



- **Evaluation of social media and radio as a quick solution in communicating community services related information**

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There were no (0) 0% respondents strongly disagreed that Social media and radio is always a quick solution in communicating community services related information. 16 respondents (16.66%) 'Disagreed', that was against 32 respondents (33.33%) who indicated that they were 'Neutral' to the statement above. A good number of respondents, 28 (29.16%) 'Agreed' that social media and radio are always a quick solution in communicating community services related information. While there were 20 (20.83%) respondents 'strongly agreed' with that statement. See figure 46 below:

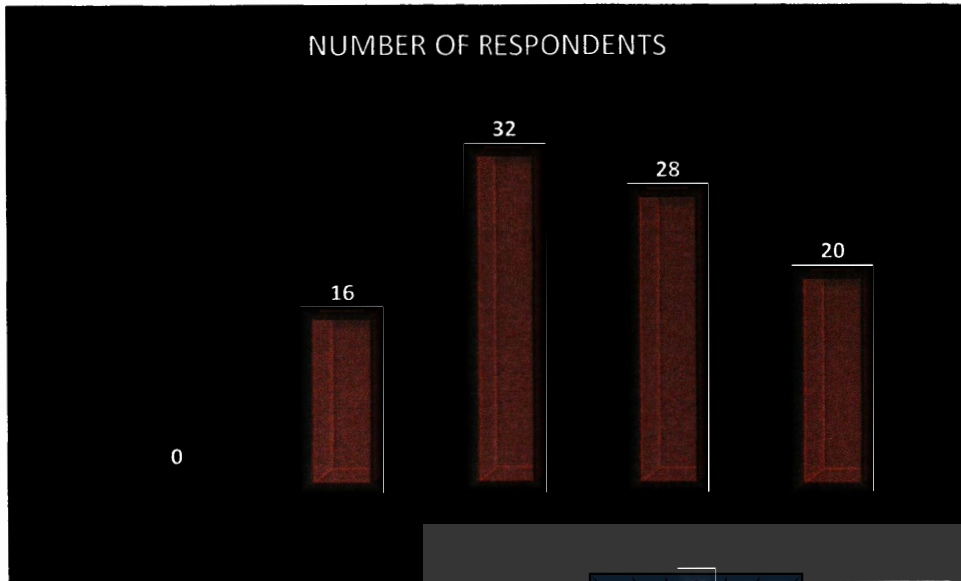


Figure 46: Evaluation of social media and radio as a quick solution in communicating community services related information



4.7 ANALYSIS AND PRESENTATION OF QUALITATIVE DATA:

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(a) The purpose of this phase in the qualitative research was to achieve the following three research objectives:

As it is indicated in chapter three (research methodology), the in-depth interviews were conducted with the two employees (male and female) from GCIS and staff members from two different municipalities on different days. In addition, the researcher conducted single focus group discussions with community members residing in these municipalities.

4.7.1 INTERVIEW WITH GOVERNMENT COMMUNICATION INFORMATION SYSTEM (GCIS) EMPLOYEES

The GCIS has been saddled with a responsibility to give guidelines and monitor communication activities in municipalities. It was therefore necessary to conduct interviews with two GCIS officials to know their view and responsibility on communication and service delivery in municipalities. The first interview was conducted

with female employee working as Assistant Director in East London, Eastern Cape and second interview was conducted with male employee working as a Manager placed in or responsible for Joe Gqabi District and Chris Hani District. The responses from the two interviews are presented below:

4.7.1.1 An evaluation of awareness about the existence of communication section in municipalities

The first question required the participants to confirm that they are aware about the existence of communication section in municipalities. The first Participant, which is the Assistant Director confirmed that she is aware that there are communication sections in municipalities since 2004 when she started working for government. The other participant which is the Manager in two districts noted that he had known about communication section in municipalities even before he started working at GCIS.

4.7.1.2 Evaluation of the extent of recognition on the role and meaning of communication within a municipality

The participants were asked how and to what extent do they recognise the role and meaning of communication within a municipality. They both noted that the role and meaning of communication within a municipality is very important because nothing can be done without communication. One participant further noted that “all the programmes of a municipality for them to be known in terms of plans and progress made, they must be communicated”. They also elaborated that the communication environmental assessment and mood analysis as well as media monitoring all those are done by the communications machinery to be able to inform the posture of any programme planned. In addition, one the participants pointed out that “the identification of platforms to be used for messaging are to be embedded in the communication action plan of the Municipality so that the development communication approach is considered, which is an approach that addresses the needs of the community, in a two way process, getting people involved in their development, using their language and accessible”. One of the two participants noted that If communications can be taken seriously and valued in all Municipalities and all role player play their part, there would be less of the violent protests that we see these days as intelligence reports in the form of communication

environmental assessment reports would inform the leadership of the about to burn areas and a plan be put in place to be proactive and mitigate through engagements because most of the time lack of information is the source that leads to protests.

4.7.1.3 An evaluation of communication on improved market and public confidence in municipalities.

Participants were asked their opinion since the establishment of communication municipalities, does communication improve market and public confidence in municipalities. Both participants responded that communication does improve market and public confidence as communities get to understand the programmes of the Municipality, what is planned for them, they become active participants, embrace Municipal programmes and have a sense of ownership which builds their confidence towards the institution. One of the two participants also highlighted that “communications ensures consistency in messaging which also builds confidence”.

4.7.1.4 Evaluation of perceptions on the extent that communication promotes the local economies within the municipal area

Participants were asked to what extent communication promotes the local economies within the municipal area. Both participants were of the view that as communication is about communicating the programmes of the Municipalities as captured in the IDP, Local Economic Development is one of those programmes. They noted that communications is key to ensure that communities are informed of the opportunities that the Municipality has for them and how they can access them to be able to deal with the triple challenges of poverty, unemployment and inequality. One participant further elaborated that “through the development communication approach, communication creates various platforms which include information days, dialogues, leaflet products, community radio slots, focus group discussions etc”.

4.7.1.5 Evaluation of relationship between GCIS and municipalities' communications contribution and of support service delivery.

Participants were asked how and to what extent does the relationship between GCIS and municipalities' communications contribute and support service delivery. Participants

responded that GCIS is the custodian of the government communication system and supports Municipalities with induction programmes in the system and development of communication strategies and communication action plans. They also noted that GCIS also supports during the implementation of the communication action plans providing the necessary guidance and sharing other cost implications of the various programmes.

4.7.1.5 An evaluation of perspectives in which communication foster any kind of partnership with communities & economic role players that would enable growth.

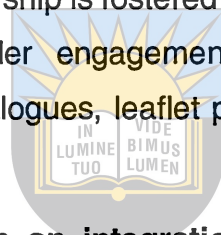
Participants were asked in their perspectives that does communication foster any kind of partnership with your community & economic role players that would enable growth. Both participants responded that partnership is fostered in the implementation of various programmes which include stakeholder engagement sessions to build relations, implementation of information days, dialogues, leaflet products, community radio slots, focus group discussions etc.

4.7.1.6 Evaluation of communication on integration of programs into a single department

Participants were asked that does the municipality integrate all communication programs into a single department or provide a mechanism for coordinating programs managed by different departments. Participants responded that municipalities have the communications unit or person who supports the various units in terms of communication implications of their programmes. One of the participants elaborated that “there are units within Municipalities who do their own communication e.g. some advertising like that of tenders and vacancies is not with communications”.

4.7.1.6 An evaluation municipalities’ practices two-way symmetrical forms of communication with its publics (customers/ citizens).

Participants were asked to what extent they think the municipalities’ practices two-way symmetrical forms of communication with its key publics customer / citizens. Both participants commented that municipalities do practice two-way symmetrical forms of



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communication with its key publics through their IDP consultation processes. One of the participants also added that “above this there is also mayoral outreaches that take place”.

4.7.1.7 Evaluation of skills and knowledge required to function effectively and make difference in service delivery by municipalities’ communicators.

Participants were asked in their opinions that do the municipalities’ communicators possess the skills and knowledge required to function effectively and make difference in service delivery. One of the two participants interestingly responded that “communicators have a variety of skills but not all are having the skills and knowledge for effective functioning”. Both participants further highlighted that this is where GCIS and Local Government comes in and induct all new communication entrants in the government communication system as some communicators are from being journalists and some just fresh out of school and they get to be assisted to understand the actual practical implementation of communication within the system, also encouraging participation in various forums for peer learning.

4.7.1.8 An evaluation of communicators in conducting a mass campaign on economic opportunities available citizens.

When participants were asked the extent on which communicators conduct a mass campaign on economic opportunities available. Both Participants commented that it varies from municipality to municipality as some of the activities are done but led by the LED (Local Economic Development) unit of the Municipalities engaging various sectors including SMMEs.

4.7.1.9 Evaluation of municipality on using community or local media to communicate service project delivery.

Participants were asked the extent does the municipality use community or local media to communicate service delivery project information. Participants responded that community media communicate service delivery project information to a great extent and constant lobbying is done as community media is closest to the people and delivers local content in the language that is spoken in the area.

4.7.1.10 Evaluation of communication channels, see phase 2 above (quantitative data)

Participants were asked which kind of media vehicles (Radio, TV, Newspaper, Website) you prefer in your community and which one is the closest in your community. Both participants agreed that community radio is closest. One participant also said that “community radio has been doing well in municipalities since the Minister of communication recommended and pleaded to communicators of local government to use it”.

4.7.1.12 Evaluation of municipality on creation of the platforms to communicate with CDWs (Community development Workers) on service delivery issues.

Participants were asked how and to what extent does the municipality create platforms to communicate with CWs on service delivery issues. Participants responded that they create platforms to a great extent as they participate in the communicators’ forum that sits on a quarterly basis, and monthly engaged as stakeholders for the implementation of various programmes in their respective areas, including for support in the consolidation of the communication environmental assessment reports.

4.7.1.13 Evaluation of the presidential hotline for queries on service delivery as it has been incorporated in communication and customer care section.

Participants were asked that presidential hotline has that been working in resolving issues of service delivery identified in a community. One participant commented that “presidential hotline has been working as it has been added as a standing agenda item for communication forums to track progress”. However, another participant noted that some communities or individuals are still not satisfied with the way they have been attended.

4.7.1.14 Evaluation of the effectiveness of municipality’s communication programs

Participants were asked their opinion, do they believe that the municipality’s communication programs are effective. Both participants responded that indeed

communication programmes are effective but a lot still needs to be done to ensure a lot of direct engagements and feedback to communities.

4.7.2 ANALYSIS OF IN-DEPTH INTERVIEWS WITH MUNICIPAL STAFF MEMBERS AND COMMUNITY GROUPS IN LUKHANJI AND INTSIKA YETHU MUNICIPALITIES

The responses of the participants / staff members from the two municipalities have been merged together for use of analysis. This was because in most cases, they share the same views as customers/citizens of municipalities. Another motivation for merging the views from these two municipalities was that the researcher noted that responses were very similar in many cases. As mentioned in methodology chapter, five individual in-depth interviews were conducted in each municipality.

4.7.2.1 Value of communication by the supervisors, management, and councillors in municipality

One participant from Lukhanji municipality noted that their supervisors, councilors and management value communication but they do not provide enough funds for the unit to fulfill all of its functions and some of them they don't understand the role of communication very well. However, another participant from Intsika Yethu municipality commented that the perception and value of communication varies based on the individual and his or her experience with or exposure to the outcomes of professional communication strategies.

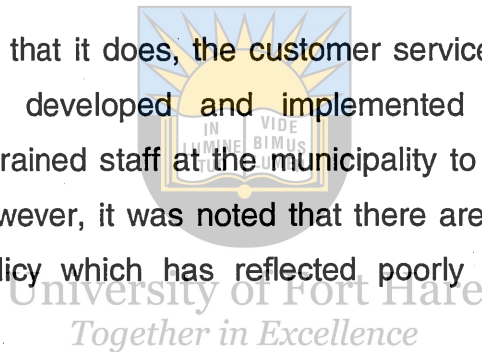
While other participants noted that they believe aldermen see their role as communicating with the public, respondents reported that aldermen tend to only use the media to do so, and do not demonstrate a good understanding of issues management and the role communication corporate services could play in helping them to engage with their constituents. According to one respondent, the role of communication is "underappreciated and undervalued at the municipality, and aldermen do not think it is used properly."

However, more than one participant noted that they considered the Mayor to be a strategic and pragmatic communicator and that he values the role of communication.

Another participant commented that “executive and managers who have engaged in communication earlier on have a greater appreciation for its role than those who tend to engage in communication as an afterthought”. While many of the managers and executive understand the importance of communicating, most are “short on understanding that communication needs to influence the operational decision and not just communicate about the decision,” says one respondent. There tends to be a lack of understanding of the role communicators can play as the ‘devil’s advocate’, testing all sides of the equation when making operational decisions

4.7.2.2 Evaluation of whether the municipality uses communication unit to build relationships with key constituents

Majority of participants agreed that it does, the customer services and communication corporate services unit has developed and implemented a stakeholder/citizen engagement policy and have trained staff at the municipality to ensure consistency in the consultation approach. However, it was noted that there are a few managers who have not adhered to the policy which has reflected poorly on the municipalities’ communication reputation.



4.7.2.3 Involvement of communication managers, officers and strategists in management decision making at the municipality.

When asked about the involvement of communicators in decision making at the municipality. Most of the participants from both Intsika Yethu municipality and Lukhanji municipality pointed out that communication managers in their municipality have a right or latitude to sit in the most important meetings of the municipality such Steering Committee. In the Steering Committee, it is where highly important decisions of the municipality are made and passed to the Council for approval or disapproval. However, one participant from Lukhanji municipality highlighted that “the municipality uses the skills of the communication corporate services unit to engage the public, it does not engage communication corporate services in managing relationships with other constituencies or stakeholders, such as the provincial government, school boards, and health services”. In her opinion, the professional stream does not engage or share

Municipal Communication with or engage the municipality's communicators in managing these relationships from a communication perspective.

Most participants agreed that communication function is not part of the dominant coalition and is not represented at the management table on a consistent basis with the exception of a few communicators who have built trusted relationships with the managers they support. "There are 25 business units at the municipality and management teams do not seem to be including senior communicators at the table on a consistent basis" said one interviewee. Management teams tend to be very operationally focused and do not welcome communicators who want to talk strategy. More than one participant indicated that communication is respected at a tactical level, but many of the executive and managers do not see communication as having any possible influence on the decision making, or strategic level of the organization. They further elaborated that communication is not allowed to be part of that conversation. However, one participant articulated that just because they don't have communication at the table, doesn't mean it's not valued.



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4.7.2.4 Evaluation of whether the communication function separate from other functions in your municipality

All participants noted that communication is not separate from other functions in their municipalities. They further explained that communication section is under the office of the Municipal Manager, some of the members of the community did not know where communication was located in their municipalities.

4.7.2.5 Barriers to communication that exist in the municipality

When asked about the barriers of communication, one participant from Lukhanji municipality noted the non-allocation of budget and resources, lack of timeous communication by other directorates on their programmes. There are a number of barriers to communication that were repeatedly identified by participants. More than one participant highlighted the issue of public perception of communication and the belief that municipal spending on advertising and communication is a waste of tax payer

money. They further elaborated that because of the political ramifications of this perception, it has been difficult to attract and retain the resources required to effectively communicate about municipal programs, service delivery, and issues. They also highlighted that the political environment prevents the municipality from communicating on an issue until council has voted on it. They further expressed that council is often reluctant to have the municipality communicate on the facts of the issue because they don't want the administration to influence the public. One of the participants said, "Quite often by the time the municipality is able to engage in communicating on an issue, it has spun out of control during the political process and the municipality is criticized for having a lack of or poor communication". More than one participant noted that lack of understanding of the strategic function of communication has prevented communication executive from becoming part of the dominant coalition. They also noted that there is a perception that communication is a more tactical rather than a strategic function, a number of senior communication managers are working more closely with directors than in the past. On that point, one of the participants raised it again that there is a low understanding of the value of communication in municipalities.

4.7.2.6 Municipality integration of all communication programmes into a single department or provide a mechanism for coordinating programmes managed by different departments

Participants responded that the structure of the communication function at the large municipality in local municipalities is a crossbreed model with a certain number of communicators reporting into the customer service and communications corporate services business unit while others are embedded in business / operational units with a dotted reporting line back to the communication corporate services business unit. One participant from Intsika Yethu municipality further stated that the "municipality does not have the support of council to have a large communication department". The participant also noted that municipality has many products and services so many operational business units that the communication function supports to various degrees. The participants also highlighted that communications, customer care and corporate services business unit has developed a number of tools and systems to ensure

consistency and continuity in communication planning and implementation. Participants from both Lukhanji and Intsika Yethu municipalities also noted that the communicators at the municipality have also developed an internal communication community of practice to provide for improved communication among the municipality's communicators, professional development, and capacity building when required to support issues management and project or service focused communications.

4.7.2.7 Municipality's practices of two-way symmetrical forms of communications with its key publics

When the participants were asked the extent on which their municipalities practice two-way communication. They indicated that one of the statutory requirements is that the municipality must promote two way communication with the public through utilizing various channels and forms of communication. They also noted that in their case they invite publics to council meetings, IDP (Integrated Development Plan) outreaches and rep forum meetings, submit petitions, radio interviews, and public meetings. However, one participant pointed out that two-way forms of communication practiced at the Intsika Yethu and Lukhanji local municipality comes in the form of citizen satisfaction surveys and the development, implementation of a call centre and the adoption of some social media tools and tactics. It was said by one participant, "Some community members, executive and managers at the municipality tend to view communication a one-way. More than one participant in Lukhanji noted that the municipality has built the communication department with a traditional view of [government] communication, which is focused on one-way forms of communication. The participant further expressed that they need a better understanding of two-way communication so they can promote that with their managers.

Furthermore, they also highlighted that the call centre provides citizens with the means to call and provide input on city programs, services, or policies, which is then passed on to the appropriate department or business unit. Also one participant noted that since the launch of communication centres, the municipality has received million calls into call centre, which is the equivalent of speaking with every household three times. The

participants added that the system is equipped with a data and knowledge management system, which provides for the generation of performance management reports that are reviewed by the executive, management, and operations business units. This level of reporting has assisted the municipality's executive and managers in decision making.

One of the participants from Lukhanji municipality concluded, "Lukhanji municipality is in the process of updating its website and online capabilities to enhance its means of two-way communication and citizen engagement". The participant went on to say the municipality is currently testing the use of blogs, Facebook, and other e-government, citizen engagement tools.

4.7.2.8 Participants' view of whether municipality's communicators possess the skills and knowledge required to function at the management level and exert an influence on service delivery projects

Participants responded that the communicators at Intsika Yethu and Lukhanji local municipality are reported to have the communication skills and knowledge required to perform their jobs, the majority of participants agreed that some are lacking some of the extra business skills and competencies (financial management and economics) of which are required only to function at the management level. They also noted that it is important for communicators to understand the environment they are working in. However, one participant acknowledged that it can take a long time to develop that expertise or knowledge. The participant further expressed that particularly that the municipality's communicators are supporting over 25 services and programs, their knowledge of the business tends to be at a pretty high-level unless they have been embedded in a particular business unit.

One of the participants from Intsika Yethu said, "From a service delivery business IDP (Integrated Development Planning) perspective, the municipality adopted a business planning model three years ago, and is currently entering into its second term of business planning". The participants highlighted that generally, business planning only takes place at the department level and is not mandated at the business unit level.

Therefore, if there are no business plans, there are likely no project plans which pose a challenge to communicators who are trying to tie their communication strategies to business objectives to support the overall service delivery business plan. They also explained that when business plans do exist, they are generally developed at a high level and do not contain a lot of detail or measurements. More than one participant acknowledged that the value communicators brings to the managers they support comes in the form of the communication advice they provide.

4.7.2.9 Participants' view on changes that organizational structure or internal policies would enhance the municipality's communications programmes

All participants were of the view that communication unit must be budgeted 1% share of the municipal budget in each financial year as stipulated by the legislation. They also pointed out that additional staff members be hired and positions in the organogram be filled.

4.7.2.10 Municipality's evaluation and measurement of the benefits and value of its communications programmes

When participants were asked the extent on which municipality evaluate and measure the benefits and value of communication programmes. The participants from Intsika Yethu municipality noted that their municipality uses a lot of methods to measure satisfaction around communication tools and strategies, including web trends data, media monitoring and tonality analysis, and stakeholder and citizen satisfaction surveys. They also noted that the customer service and communication unit also measures internal client satisfaction with the level of communication they provide. One participant from Intsika Yethu added, "The challenge they have is gathering quantitative data to help measure effectiveness and return on investment of their communication programs". In Lukhanji municipality, participants noted they are doing too little to evaluative research to measure satisfaction, it was noted that evaluation and measurement is an area they need to focus on more. One participant from Lukhanji also highlighted that measuring the return on investment is overlooked because the decision is made to spend the budget required for evaluative research on the communication programmes instead of on evaluating its effectiveness. The participants from Lukhanji further

indicated that the director of customer service and communication unit and members of her management team reports the communication performance measurements to the administrative leadership team twice a year. In addition, it was noted by participants that the communication performance measures are not reported up to council and that the politicians are not seeing the benefits, value and return on investment of the municipality's communication programmes.

4.7.2.11 Municipality's communicators report on the outcomes and value of their communications programs

All participants highlighted that communicators report on monthly performance reports, District Communicators Forum, Local Communicators Forum.

4.7.2.12. Participants' awareness on whether communicators' forum exist within the municipality and the impact it has on customer care issues such as presidential hotline

All Participants indicated communicators forum exist in their respective municipalities. However, one of the participants in Lukhanji municipality that at the time of data collection the forum had no impact as they have just established it on July 2014. The participants from Intsika Yethu highlighted that they were still working very well with Local Communicators Forum. The majority of participants acting as customers/citizens also agreed that presidential hot is doing well.

4.7.2.13. Participants' view on the municipality's communication programmes' effectiveness and impact on service delivery

When participants were asked about the effectiveness of communication, some of the participants partially believe that communication is effective. One participant from Lukhanji said, "The municipality does a good job at raising awareness of operational issues and creates the opportunity for the public to be aware, e.g. electricity, road closures/construction, and cleaning projects etc". Another participants noted that it depends on the programme where you can show through the use of surveys that consumptive behaviour was changed, yes you can show impact. However, another participant from Intsika Yethu local municipality noted that while a lot of improvements

have been made in the municipality's communication programmes, there is a concern that they can't demonstrate the effectiveness of our project.

4.7.3. AN ANALYSIS OF FOCUS GROUPS INTERVIEWS WITH RESIDENTS / PARTICIPANTS FROM LUKHANJI AND INTSIKA YETHU LOCAL MUNICIPALITIES

The responses of the focus groups participants from the two municipalities have been merged together for use of analysis. Again, this was because they share the same views as citizens and customers and also the researcher noted that responses were similar in most cases. As mentioned in the methodology chapter, nine participants for focus group were sampled in each municipality.

4.7.3.1. Awareness of the existence of communication unit in the municipality

The first question required the participants to confirm that they are aware about the existence of communication section in municipalities. Participants from focus group of Intsika Yethu local municipality, a number of them confirmed that they are aware in their community that there is communication section in the municipality. However, a small number of participants from the group was not aware that there is communication section in Intsika Yethu local municipality. The majority of participants indicated that they have known about communication between 2005 and 2010. The other large number of participants from the group of Lukhanji local municipality noted that they are aware that there is communication section in Lukhanji while few participants were not aware. In addition, the majority of participants in Lukhanji have known about communication section in their municipality between 2004 and 2009.

4.7.3.2. The ways communication should work in your municipality

When asked how communication should work in the municipality. Few participants interestingly noted that when they communicate in the municipality they should continually challenge the paradigm that municipality work is a secret activity that unfortunately goes to the community from time to time. One participant said, "Rather, the approach should be how to manage the flow of information in the interest of citizens

or customers". More than one participant were of the view that a central communication service should have authority to carry out its work. Also one participant said, "Communication Section is located in the highest office, it should privy to decision-making processes and be able to exercise discipline among all communicators". They all discussed that professional communicators in the municipality should just coordinate and facilitate communication between community and councillors who were voted. They further said that councillors are the main communicators in a municipality therefore they should communicate with their people as the platform has been created for them by professional communicators to articulate the messages but that is hardly done. One participant from the group of Lukhanji local municipality added, "Everyone in government is a communicator this include all officials in local offices of government":

Therefore, indeed, a message of caring would sound ridiculous if the official at the front office is arrogant and rude to citizens. He further noted that in Lukhanji municipality communicators are always nowhere to be seen when they need information and that needs to stop. More than one participant from the group of Intsika Yethu municipality also noted that communication should be based on an integrated communication strategy and programme, with core messages which guide all the role players including the citizens. The participants were of the view that this is a prerequisite to pro-active communication, instead of just responding to other's agenda. They further discussed that direct communication and mutual exchange of views with the citizen or customers is the most effective form of communication. The participants felt that direct communication with customers and citizens is somehow lacking in Lukhanji and Intsika Yethu local municipalities. They went on to make an example of water which was taken from Lukhani and Intsika Yethu to the Chris Hani district municipality, Intsika Yethu and Lukhanji were water service providers and customers who were paying for water, were paying directly to Lukhanji and Intsika Yethu. Now that water is taken from those municipalities they are paying to Chris Hani District Municipality and tariffs went up. The point highlighted by participants here was that the whole process of taking water was not properly communicated at all and they did not even see it on newspapers.

4.7.3.3 Evaluation of izimbizo as a communication platform with local citizens

When the participants were asked how often they are being called to attend izimbizo with their municipality councilors or officials. The majority participants have never attended izimbizo as the izimbizo sits twice a year. However, some participants noted they have attended izimbizo before and one of the participants added, "Imbizo was attended by the Mayor and officials from the provincial government". The one participant noted that in the meeting they voiced out their problems regarding service delivery issues in their community and he was not sure how effective was that as he has not been seeing any feedback in terms of progress from those meetings. He further noted that one can never find that effective because izimbizo only sit once in six months. Nevertheless, more than one participant from Lukhanji group indicated that they find zimbizo effective as it sits for a week and some of the problems discussed in the meeting happen to appear in the following IDP (Integrated Development Planning) and POA (Programme of Action) where they all get implemented. The main purpose of the Imbizo was to interact with the citizens or customers to attend critical issues that confront the people in the area. In addition, few participants interestingly noted that a good community service is one that affirms and strengthens communities. They said it must also root its content in matters that are relevant and of interest to the community and finally it must encourage community discussions and debates therefore they appreciate izimbizo initiative in local government.

4.7.3.4 Evaluation of respondents' knowledge on whether municipality's communication section use community radio

All participants noted that their municipalities are improving in terms of using community radio although they have not been doing enough in involving community debate to some extent. However, they further discussed that participation is crucial feature of community media and it is what distinguishes traditional media models, in which audiences are passive receivers of messages. Also, they noted that in the community media model,

senders and receivers together create messages and meaning through participatory processes. One of the participants from Lukhanji group discussed, "local government need to ensure that the community radio sector is not merely seen as a shadow of the commercial sector but can be true to its unique mandate to empower communities". Nevertheless, some participants from Intsika Yethu group highlighted that the communicators from that municipality sometimes invite members of community and ward councilors on radio to debate service deliver issues and also open for call ins from listeners.

4.7.3.5 Evaluation of communicators' forum existence within the municipality and impact is has on presidential hotline.

All Participants responded that 'yes' communicators forum exist in their respective municipalities where they include member of communicators from the municipality, member of ward committee, community development workers, and other communicators from government departments. However, one of the participants from Lukhanji municipality group noted that at the time of data collection the forum had no impact as they have just established it on July 2014 but their presidential hotline is doing well. The participants from Intsika Yethu highlighted that they were still working very well with Local Communicators Forum and it has impact because issue of service delivery they raise are getting attention afterwards. The majority of participants acting as customers/citizens also noted that their presidential hot is doing well because some community members testified that are being attended very well when they complain on presidential hotline.

4.7.3.6 Evaluation of municipality's communication programmes' effectiveness and impact on service delivery.

When participants were asked about the effectiveness of communication, some of the participants partially believe that communication is effective. The majority of participants from both the groups Lukhanji and Intsika Yethu local municipalities indicated that the municipality does a good job at raising awareness of operational issues and creates the

opportunity for the public to be aware, e.g. electricity, road closures/construction, and cleaning projects etc. Another participant said, "it depends on the programme where you can show through the use of surveys that consumptive behaviour was changed, yes you can show impact". However, one participant from Intsika Yethu local municipality noted that while a lot of improvements have been made in the municipality's communication programmes, there is a concern that they can't demonstrate the effectiveness of our project.

4.7.3.7 Evaluation of the extent of recognition on the role and meaning of communication within a municipality

The participants were asked how and to what extent do they recognize the role and meaning of communication within a municipality. The majority of participants from both municipalities noted that the role and meaning of communication within a municipality is very big because nothing can be done without communications. One of the participant said, "All the programmes of a municipality for them to be known in terms of plans and progress made, they must be communicated". They also elaborated that the communication environmental assessment and mood analysis as well as media monitoring all those are done by the communications machinery to be able to inform the posture of any programme planned. They further highlighted that the identification of platforms to be used for messaging are to be embedded in the communication action plan of the Municipality so that the development communication approach is considered, which is an approach that addresses the needs of the community, in a two way process, getting people involved in their development, using their language and accessible. More than one participants from both groups noted that if communications can be taken seriously and valued in all municipalities and all role player play their part, there would be less of the violent protests that they see these days as intelligence reports in the form of communication environmental assessment reports would inform the leadership of the about to burn areas and a plan be put in place to be proactive and mitigate through engagements because most of the time lack of information is the source that leads to protests.

4.8 CONCLUSION

The current chapter presented the results of this study regarding the evaluation of the impact of communication on service delivery and customer satisfaction in the municipalities. However, the main findings that had been obtained were presented. The results were discussed in the same order as they appeared in each question of the questionnaire, in-depth interview and focus group guides and the questionnaire used for this study. The next chapter contains a discussion of the summary of the study, the research findings, and recommendations and conclusions.



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CHAPTER FIVE: CONCLUSION AND RECOMENDATIONS

5.1 Introduction

This chapter aims at answering the research questions raised in chapter one and briefly discuss the research problem and drawing of the conclusion from analyzed data. The main aim is to answer the five research questions to bring this research to completion. However, this chapter also provides the general discussion of the study and presents the findings of the study. In addition, only the relevant findings to objectives and the research questions will be presented, and also any information that is of the interest even if it is not according to the research questions but related to the study. Lastly recommendations and suggestions for future research will be provided.

5.2 Research Problem being addressed by the study

Although there is a reasonable body of literature on the subject of the impact of communication on service delivery and customer satisfaction, the lack of local empirical investigation on the linkage of the two variables poses a need for the present study. Effective communication and participation has been highlighted as a key component that enhances the 'facilitating empowerment', given the potential of communication to both strengthen public participation and increase municipalities responsiveness to the poor (World Bank, 2001: 106; Steiner 2007:177). It has been asserted that, 'the main purpose of communication is to improve democratic governance by facilitating the citizen participation' (Oxhorn, 2003: 22). This is because the decisions made at the local level more directly influence people, resulting in more trust, confidence and responsiveness (Campbell, 2003: 149-50). According to Global insight (2011), in Intsika Yethu Municipality an estimated (55.9%) people are living in dire poverty, with a human development index of 0.59 which shows that the levels of human development are still far too low. While also the unemployment and poverty affects a large number of people within the areas of Lukhanji Municipality. Given this background, the study at hand concerns an assessment of the impact of communication on service delivery and customer satisfaction from the views of the public in order to gain insight into the perceptions of public on whether communication projects, activities, sway of communication sections and public participation have helped in advancing capabilities

and freedoms of ordinary citizens. Furthermore, the researcher has not seen a quite number of studies published on the impact of communication on service delivery and customer satisfaction in the municipalities. Hence, the need to do an empirical study to evaluate whether the communication strategies have helped to address the speedy service delivery and customer satisfaction and in doing so attempts to establish this by assessing whether public perceive communication strategy as having led to speedy service delivery and poverty alleviation by advancing capabilities and wellbeing of the poor.

5.3 Discussion of the research findings

This section presents the major conclusions from the empirical research. These findings derived from the quantitative research will be discussed according to their sequence in the survey questionnaire, but the discussion will be based on the main sections. The findings from the qualitative research will be discussed in the form of themes linked to the questions. The following is a summary of the findings from the quantitative as well as qualitative research.

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5.3.1. SUMMARY OF THE FINDINGS FROM QUANTITATIVE RESEARCH

5.3.1.1. Demographic and general information

The majority of the respondents who participated in the study were females and most of the respondents were single in both Lukhanj and Intsika Yethu municipality. However, it is interesting to note that most of the respondents in these municipalities were holding diplomas and degrees and aged above 40 years. As the study was conducted in Eastern Cape municipalities, the majority of respondents were Xhosa speakers followed by Afrikaans. It was an evident of high level of unemployment in South Africa as the most of respondents in the study were not employed.

5.3.1.2 Media usage as communication vehicles at Lukhanji and Intsika Yethu municipalities

It was observed that Lukhani and Intsika Yethu municipality also use media as their communication vehicles for service delivery information regardless of the extant in

which make use the media. In both municipalities it was noted that they use radio most of the time as their communication vehicle. Community radio was found as the most effective communication vehicle in these municipalities and is the closest to the citizens and customers. In addition, Lukhanji municipality is blessed with two community radio stations while Intsika Yethu receives coverage from one big community radio station. It is important to note that these radio stations broadcast in isiXhosa with a bit of English.

However, these municipalities also use other forms of communication channels such as newsletters but it was noted that they have not been effective as they produce them once in three months. Furthermore, they also make use of community newspapers for the citizens or customers and these customers are familiar with two community newspapers in these municipalities. Again, these community newspapers are more relevant to the communities of Intsika Yethu and Lukhanji because they publish in isiXhasa. As noted that these municipalities use different channels of communication, it is important to reveal that they also make use of websites. In addition, as it was mentioned earlier on that the level of unemployment is too high in Eastern Cape therefore it is not surprising that the first thing people visit on municipal websites are vacancies, followed by quotation bulletins, announcements, tenders and municipal documents.

5.3.1.3 Evaluation of citizens/customer satisfaction on service delivery information and its impact

When it comes to the accuracy of service delivery information, respondents participated in the study were neutral, implying that they were not sure whether the information they receive is accurate or not. However, to the citizens and customers of Lukhnji and Intsika Yethu municipalities, the service delivery information they get is relevant though were not sure if the amount of information was satisfying. Also, the language used in the information for service delivery is reported to be satisfying but timelines of the information were satisfying or dissatisfying too.

5.3.1.4 The impact of media usage in Lukanji and Intsika Yethu municipalities

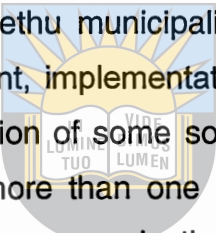
Community radio has an impact and is the most effective way to communicate and transfer service delivery information because for instant in a municipality communication person/unit bring councilors on air and engage with their citizens/customers. Nevertheless, it is also revealed that Intsika Yethu and Lukahanji make use of media just to build their image they are not always using media for the benefit of communities. Both municipalities use social media as a quick way to communicate service delivery related information with their communities. The study also revealed that sometimes, respondents as citizens were not sure whether communications department in the municipality make use of radio only to profile councilors. It appears that one thing for certain, these municipalities does use media for the benefit of its citizens/customers. In addition, it was maintained that social media and community radio are always quick solution for communicating service delivery information.

5.4 SUMMARY OF THE FINDINGS FROM THE QUALITATIVE

Overall, the results of this qualitative study revealed that the perception and value of communication at Lukhanji and Intsika Yethu municipalities in Eastern Cape varies, based on the individuals and their experience with or exposure to the outcomes of professional communication strategies. The study revealed that councillors, directors and managers who have engaged in communications earlier on have a greater appreciation for the role of communication than those who tend to engage in communications as an afterthought. There tends to be a lack of understanding of the role communicators can play as a strategic advisor. Another issue revealed in this study is that communication not huge part of the dominant coalition at these municipalities, and it does not have input into all the decision making processes of the corporation. The fusion model for structuring the communication function at the municipality splits the decision making for what is communicated and how it is communicated between the customer service and communication unit and the mangers of other operational departments or units. The lack of a centralized approval process and oversight of

municipal messaging and reputation can lead to public embarrassment and a diminishing reputation for municipality communication.

It is also important to note that the customer services and communication unit has developed a number of tools and systems to ensure consistency and continuity in communication planning and implementation at Lukhanji and Intsika Yethu municipality. They have also developed an internal communication community of practice to provide for improved communication among the municipality's communicators, professional development, and capacity building when required to support issues management and project or service focused communications. While looking critically at the issue of municipal communication, it was found out that two-way forms of communication practiced at the Lukhanji and Intsika Yethu municipality come in the form of citizen satisfaction surveys and the development, implementation of Chris Hani District's first 0800 100100 call center, and the adoption of some social media tools and tactics for these municipalities. It was noted by more than one participant that executives and managers at the municipality tend to view communication a one-way.

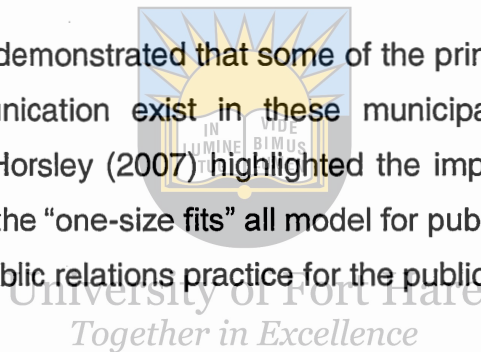


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However, participants also believe that the municipalities' communication programmes are effective at raising awareness of operational issues and creating the opportunity for the public to be aware, e.g. water services, electricity, recycling, road closures, and constructions. It was also revealed in the study that these municipalities have come a long way in understanding the importance and value of communication. To that effect, it was discovered that these municipalities are way farther ahead in strategising for communication department than other municipal departments. The study also revealed that GCIS and municipalities' communications contribute and support service delivery and GCIS is the custodian of the government communication system and supports Municipalities with induction programmes in the system and development of communication strategies and communication action plans. It was also discovered that GCIS also supports during the implementation of the communication action plans providing the necessary guidance and sharing other cost implications of the various programmes. When it comes to engaging with citizens directly, the study also revealed that

these municipalities make use of izimbizo. As it was indicated earlier on, the main purpose of the Imbizo was to interact with the citizens or customers to attend critical issues that confront the people in the area. It was meant to communicate and give platform to an ordinary citizens to engage with municipal management and political leadership. Also the study revealed that although the municipality recognise the importance of izimbizo, it has not been doing enough because of timelines and the kind of content in matters. The citizens want izimbizo to root its content in matters that are relevant and of interest to the community and finally it must encourage community discussions and debates nonetheless the citizens appreciate izimbizo initiative in local government. However, it was revealed that there is a serious concern about izimbizo because they tend to be a one way traffic where municipal authorities imposes their agenda and address only what is convenient for their interests.

Nonetheless, qualitative study demonstrated that some of the principles and traits of the excellence model for communication exist in these municipalities. However, it is interesting to note that Liu & Horsley (2007) highlighted the importance for expanding public relations theory beyond the "one-size fits" all model for public relations and for the need to develop a model for public relations practice for the public sector.



5.5 Concluding Remarks

It was evident in the study that communication in municipalities still has room to improve because these municipalities are willing to communicate with their citizen and customers. As it was indicated in the study, they can utilize communication channels such as community radio and community newspapers, which they have at their disposal to communicate with the public. However, they are still doing far less in stakeholder engagement and that can lead to a total one way communication. It is also important to note that communicators should not only serve as PR in government, but they must work very close with the ordinary citizens and bring their problems and needs to the fore. Once communicators in municipalities confine themselves only in the offices and corridors of their institutions they will become social dwarfs. And this brings up the question, on which fountains will they be drinking? The government who pays communicators' salary or the community they claim to serve? There is no better way to

address this question than to go back to the basics of 5 W's and H, and for municipal communicators' communication activities to make a substantial and positive contribution to the municipality it is therefore important to know: **Why** communicate? What is the real problem and what is the expected outcome? This means having a clear idea about the goal of the planning exercise and. **Who** to communicate with? This means identifying the people or institutions that are at the heart of the issue (target groups). **What** to communicate about? What message to convey to the target group(s)? It is essential to take the time to answer these three questions before deciding on: **How** to interact and communicate with the target group(s). **When** the messages should be delivered. Furthermore, it is therefore, important to emphasize that communicators must not only sit in the offices and use communication vehicles to communicate with public. Communicators must use more of stakeholder engagement where they can engage face to face with citizens. In addition, Asibey (2011) helps communicators with the terms 'communication' and 'communications' and he notes that these terms are often used interchangeably, as if they have the same meaning and that they do not. Communication is the act of communicating. It is the exchange of thoughts, information and feelings between individuals or groups. It is the art and technique of expressing ideas effectively. Foundations and nonprofits use communication as a strategy to advance their missions. Communications are the different methods used for communicating, such as person-to-person engagement, email, reports, and radio, television, newspapers, newsletters, and web-based campaigns. It refers to the channels and messages used to communicate effectively.

5.6 Recommendations

This study has come up with the following recommendations:

- It is recommended that communication must be at the center of any municipality plans for service delivery. Communication service must demonstrate that it has authority to carry its work as it is located in the highest offices, and administratively it is located in the Office of Municipal Manager and political it is located in the Office of the Mayor, and therefore, there is no reason not to value communication.

- It is recommended that councillors, directors, managers and supervisors should develop a service culture to be followed; which is to regulate communication by councilors, managers and supervisors they should be willing, and know how to communicate with employees and public.
- Public participation where communication is recommended for planning with communities and identifying their information needs for service delivery. It is also about working with communities in disseminating information, and inviting municipal authorities or officials to explain how programmes work and how they can be accessed.
- Municipal authorities should give communicators latitude to associate themselves with members of communities so as to make it easy for citizens or customers to approach and raise their needs and ideas. It is also recommended that communication approach must be responsive. This means that communication between municipality and the community should be responsive to the needs of the community within the context municipality's mandated programme to improve the lives of all citizens.
- Also, it is recommended that communication should be more than just media liaison, special efforts must be taken to seek, evaluate and, where feasible, employ all available measures or tools to get the message across. In implementing major campaigns in particular, a multimedia approach must be adopted for effective message diffusion and sufficient.
- Municipality's communicators must now work more with ward committees in every ward to create a conducive environment for the communities to voice their needs. In doing that, communicators must make use of community radios, secure slots for talk shows to engage and debate.

5.7 Limitations of the study

The following limitations were identified for this study:

Simple random sampling in the form of convenience sampling was used as the sampling method. Consequently, the results were not that representative of the entire population. The results of this study were only limited to the population of Intsika Yethu

and Lukhanji Municipality, the specific blocks which were identified, and cannot be generalised anywhere else. This study only depended on a relatively small, but statistically acceptable, sample due to budget and time constraints.

5.8 CONCLUSION

The research problem, discussion research findings, summary of findings from quantitative research, summary from qualitative research as well as the link between research objectives and the main findings pertaining to the evaluation of the impact of communication on service delivery and customer satisfaction in municipalities were presented in this chapter. Recommendations for the effective communication and customer satisfaction in municipalities were presented, followed by the limitations of the study and possible directions.



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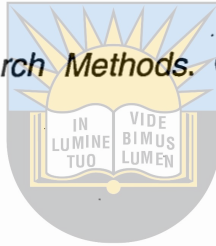
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Other documents

Intsika Yethu Local Municipality (2012/13). Annual Report

Lukhanji Local Municipality (2012/13). Annual Report

APPENDIX A



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ETHICAL CLEARANCE CERTIFICATE **REC-270710-028-RA Level 01**

Certificate Reference Number: OSU021STYE01

Project title: **An evaluation of the Impact of communication on service delivery and customer satisfaction in selected municipalities, Eastern Cape, South Africa.**

Nature of Project: **Master's**

Principal Researcher: Sandiso Tyembile

Supervisor: Dr OO Osunkunle

Co-supervisor:

On behalf of the University of Fort Hare's Research Ethics Committee (UREC) I hereby give ethical approval in respect of the undertakings contained in the above-mentioned project and research instrument(s). Should any other instruments be used, these require separate authorization. The Researcher may therefore commence with the research as from the date of this certificate, using the reference number indicated above.

Please note that the UREC must be informed immediately of

- Any material change in the conditions or undertakings mentioned in the document
- Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research

The Principal Researcher must report to the UREC in the prescribed format, where applicable, annually, and at the end of the project, in respect of ethical compliance.

Special conditions: Research that includes children as per the official regulations of the act must take the following into account:

Note: The UREC is aware of the provisions of s71 of the National Health Act 61 of 2003 and that matters pertaining to obtaining the Minister's consent are under discussion and remain unresolved. Nonetheless, as was decided at a meeting between the National Health Research Ethics Committee and stakeholders on 6 June 2013, university ethics committees may continue to grant ethical clearance for research involving children without the Minister's consent, provided that the prescripts of the previous rules have been met. This certificate is granted in terms of this agreement.

The UREC retains the right to

- Withdraw or amend this Ethical Clearance Certificate if
 - Any unethical principal or practices are revealed or suspected
 - Relevant information has been withheld or misrepresented
 - Regulatory changes of whatsoever nature so require
 - The conditions contained in the Certificate have not been adhered to
- Request access to any information or data at any time during the course or after completion of the project.
- In addition to the need to comply with the highest level of ethical conduct principle investigators must report back annually as an evaluation and monitoring mechanism on the progress being made by the research. Such a report must be sent to the Dean of Research's office

The Ethics Committee wished you well in your research.

Yours sincerely


Professor Gideon de Wet
Dean of Research

24 July 2014

APPENDIX B



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06 January 2014

Attention: The Municipal Manager
Mr. G. Judeel
Sir,

RE: REQUEST TO CONDUCT A RESEARCH

I hereby request permission to conduct an academic research within the municipal area.

The topic (title) of my research (dissertation) is "An evaluation of impact of Communication on Service Delivery and Customer Satisfaction in the Selected Municipalities in Eastern Cape, South Africa". The aim of the research is to evaluate effectiveness of communication on service delivery and citizen satisfaction. Residents and staff members of the municipality will be involved as respondents in the research process. It is hoped that the results of this research will benefit the municipality.

I hope my request will be accepted.

Yours faithfully

S Tyebile
RESEARCHER

Mr. G. Judeel
ACTING MUNICIPAL MANAGER

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APPENDIX C1



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Surname and initials: Tyembile. S
Reference number: OSU021STYE01
Degree: Master of Social Science (Communication)
Qualification code: 37701

Name of department: Communication

Title of dissertation: **An evaluation of the impact of communication on service delivery and customer satisfaction in the selected municipalities in Eastern Cape, South Africa.**

Name of supervisor: Dr. O. Osunkunle

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Interview questions for GCIS employees

1. Are you aware about the existence of communication section in municipalities? If yes, since when?
2. How and to what extent do you recognize the role and meaning of communication within a municipality?
3. In your opinion since the establishment of communications in your municipality, does communication improve market and public confidence in municipalities?
4. In your perception to what extent does communication promote the local economies with the municipal area?
5. How and to what extent does the relationship between GCIS and municipalities' communications contribute and support service delivery?
6. In your perspective does communication foster any kind of partnership with your community & economic role players that would enable growth?

7. Does the municipality integrate all communication programs into a single department or provide a mechanism for coordinating programs managed by different departments?
8. To what extent do you think the municipality practices two-way symmetrical forms of communications with its key publics?
9. In your opinion, do the municipalities' communicators possess the skills and knowledge required to function effectively and make difference in service delivery?
10. To what extent are communicators conduct a mass campaign on economic opportunities available?
11. To what extent does the municipality use community or local media to communicate service project delivery?
12. Which kind of media vehicles (Radio, TV, Newspaper, Website) do you prefer in your community and which one is the closest in your community?
13. How and to what extent does municipality's communication section produce information regarding service delivery through the following channels: Newspaper, website, radio, TV, newsletter, social networks and booklets?
14. How and to what extent does the municipality create platforms to communicate with CWs on service delivery issues?
15. The presidential hotline for queries on service delivery has been incorporated in communications and customer care. Has that been working in resolving issues of service delivery identified in a community?
16. In your opinion, do you believe the municipality's communications programs are effective?



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APPENDIX C2



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Together in Excellence

In-depth interviews

Surname and initials: Tyembile. S
Reference number: OSU021STYE01
Degree: Master of Social Science (Communication)
Qualification code: 37701
Name of department: Communication
Title of dissertation: **An evaluation of the impact of communication on service delivery and customer satisfaction in the selected municipalities in Eastern Cape, South Africa.**
Name of supervisor: Dr. O. Osunkunle

Questions for In-depth Interviews with municipal staff employees

1. From your perspective, do the supervisors, management, and councillors value communications?
2. Does the municipality use communications to build relationships with key constituents?
3. Are communication directors, managers, leaders and strategists involved in management decision making at the municipality? Are they considered to be part of the dominant coalition?
4. Is the communications function separate from other functions at the municipality?

5. What barriers to communications exist at the municipality?
6. Does the municipality integrate all communication programs into a single department or provide a mechanism for coordinating programs managed by different departments?
7. To what extent do you think the municipality practices two-way symmetrical forms of communications with its key publics?
8. In your opinion, do the municipality's communicators possess the skills and knowledge required to function at the management level and exert an influence on service delivery projects?
9. To what extent are communications programs developed for strategic publics identified as part of the strategic management process?
10. In your opinion, what changes, if any, in organizational structure or internal policies would enhance the municipality's communications programs?
11. What methods does the municipality use to evaluate and measure the benefits and value of its communication programs? Do the evaluation metrics tie to the organization's overall business objectives and outcomes?
12. How does evaluation research contribute to the communications planning process at the municipality?
13. Does the communicators' forum exist within the municipality? What impact it has on customer care issues such as presidential hotline?
14. In your opinion, do you believe the municipality's communications programs are effective or have an impact on service delivery?

Thank you for your correspondence!

APPENDIX D



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Focus Groups Interviews

Surname and initials: Tyembile. S
Reference number: OSU021STYE01
Degree: Master of Social Science (Communication)
Qualification code: 37701
Name of department: Communication
Title of dissertation: **An evaluation of the impact of communication on service delivery and customer satisfaction in the selected municipalities in Eastern Cape, South Africa.**
Name of supervisor: Dr. O. Osunkunle

Questions for Focus Groups Interviews with community members or Citizen/Customers

1. Are you aware about the existence of communication unit in your municipality?
2. How and which ways of communication should work in your municipality?
3. In your perspective, are izimbizo as a communication platform with local citizens effective in your municipality?
4. How and to what extent does municipality's communication section use community radio?

5. Does the communicators' forum exist within the municipality? What impact it has on customer care issues such as presidential hotline?
6. In your opinion, do you believe the municipality's communication programs are effective or have an impact on service delivery?
7. How and what extent the role and meaning of communication is recognised within your municipality?

Thank You



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APPENDIX E



University of Fort Hare
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Principal Researcher: Sandiso Tyembile (Mr)
Supervisor: Dr Oluyinka Osunkunle

Title of Dissertation: An evaluation of the impact of communication on service delivery and customer satisfaction in the selected municipalities in Eastern Cape, South Africa.

SURVEY QUESTIONNAIRE

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Introduction

The aim of this part of my research is to evaluate and understand the impact of the media usage patterns by Lukhanji and Intsika Yethu Municipality. The findings will help the municipalities to improve in using the media in a manner that is effective and helpful to both municipality and its citizens / customers. This is the third part of the study. In the first part of the study the researcher conducted in-depth individual interviews about the impact of communication on core service delivery related issues with staff/official members of these municipalities. Seconded part conducted focus groups interviews and discussions with citizen/ customers of these municipalities.

Thank you for your willingness to participate in the survey. Please note that all the information you provide is confidential and will be used only for the purpose of this research.

Section A: Demographic and general information

Please tick in the box

1. Gender: Male Female

2. Marital Status: Single Married Widowed Widower

3. Level of education: Never been to school Below matric Matric Post-matric certificate Diploma/Degree

4. Age: 17 to 21 years 22 to 29 years 30 to 39 years 40 and above

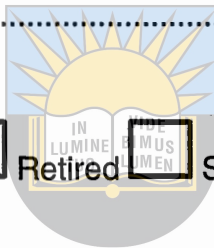
5. What is your home language?.....

6. What is your municipality?.....

7. What is your employment status?

Please tick in the box

Employed Not employed Retired Self-employed



Section B: Media usage by a municipality (communication vehicles)

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1. Have you ever heard your municipality communicate service delivery matters through media?

Please tick in the box

Yes No

2. In your observation, which kind of media vehicle do your municipality use the most?

Please choose **only ONE** of the following

(Audio) Radio (Print) newspaper/external newsletter Social media (tweeter/Facebook)

3. Which channel do you find more effective for service delivery information in your municipality?

Please number each box in order of preference from 1 to 9

Community radio

- SABC radio
- Community newspaper
- Provincial newspaper
- Municipal website
- Newsletter
- Social media (Facebook/tweeter, etc.)
- Television
- Brochures/Posters



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4. How many community radios do you know in your municipality?
5. Which language does your community radio use?

- English isiXhosa Afrikaans

6. How many times does your municipality produce newsletters written about service delivery?

Please tick in the box

- Once a month once in three months or you have never seen it

7. How many community newspapers do you know in your municipality?
8. Which language does your community newspaper use?

- English isiXhosa Afrikaans

9. Which service delivery related information do you view in municipality website?

Please number each box in order of preference from 1 to 5

- Announcements for service delivery matters (information)
- Vacancies

Tenders

Quotation bulletins

Municipal documents (budget plans, IDP plans and Annual reports)

Section C: Evaluation of citizens/ customers satisfaction with service delivery information and its impact

1. Think of your municipality service delivery related information you come across on newspapers, community radios, SABC radios and municipality website. Please indicate your level of satisfaction with these statements by marking the appropriate options in relation to each of the dimensions (A-E) below, with an (x). Mark only one scale point per aspect. 1 = very dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied, and 5 = very satisfied.

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
A	Accuracy of the information					
B	Relevance of the information					
C	Amount of information received					
D	Language used in the information					
E	Frequency/ Timelines of the information received					

2. The following statements refer to the nature of the exposure to the information received from the media about service delivery and non-service delivery. Indicate your opinion about each of these statements by marking the appropriate option (A-F) with a cross (X). Mark only one scale point per statement with a cross (X). 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly disagree.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
A	In your municipality community radio is the most effective way to communicate and transfer service delivery related information	1	2	3	4	5
B	Your municipality only uses media to advertise and build its image	1	2	3	4	5

C	Your municipality uses social media as quick way to communicate service delivery related information	1	2	3	4	5
D	In your municipality radios and newspapers are used only to profile councillors	1	2	3	4	5
E	Your municipality uses media only for the benefit of its citizens/ customers in service delivery	1	2	3	4	5
F	Social media and radio is always a quick solution in communicating community services related information	1	2	3	4	5

*****Thank you once again*****



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