

**THE IMPLEMENTATION OF THE
COMMUNICATION STRATEGY IN
CAPRICORN DISTRICT
MUNICIPALITY**

**DEGREE OF MASTER IN PUBLIC
ADMINISTRATION**

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**THE IMPLEMENTATION OF THE COMMUNICATION
STRATEGY IN CAPRICORN DISTRICT MUNICIPALITY**

BY

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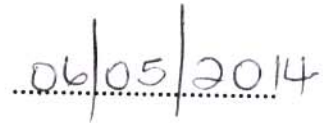
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DECLARATION

I declare that the implementation of the communication strategy in Capricorn District Municipality mini-dissertation hereby submitted to the University of Limpopo, for the degree of master in public administration has not been previously submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

A handwritten signature in black ink, appearing to read 'Maleka', is written over a horizontal dotted line.

Maleka, T (Mrs)

A handwritten date '06/05/2014' is written in black ink over a horizontal dotted line.

Date

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I express my gratitude to a number of people for their contribution to this study. In particular I wish to thank my supervisor Professor K.G. Phago whose guidance and thoughtful criticism have been of the greatest benefit to me.

I also want to thank the Municipal Manager of Capricorn District Municipality, Mr. N.D. Molokomme who granted me permission to conduct the study within the municipality and employees for their co-operation and valuable assistance throughout the execution of the study. A special word of appreciation goes to my husband and children for their moral support, without which it would have been impossible to complete this study. I thank them sincerely.

ABSTRACT

Local government has a legal obligation and political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act of 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 the lives of all.

The study focused on the implementation of the communication strategy in the Capricorn District Municipality. It involved understanding what is entailed by the communication strategy and establishing an understanding of the strategy by the municipality's employees. The study used interviews and document study as data collection methods.

The study's findings indicated that the Capricorn District Municipality had undertaken measures to implement the communication strategy. However, the findings showed that the communication strategy is unsuccessfully implemented as such information about the municipality is disseminated inadequately to stakeholders, that is internally and externally.

In conclusion, it is recommended that the municipality introduce quarterly staff meetings in order to empower employees with information, to develop service standards for advertising the municipal activities and provided feedback to the citizens of the district to improve internal and external communication of the municipality.

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CHAPTER 1

1.1. INTRODUCTION AND BACKGROUND OF THE STUDY

This study recognises local sphere of government as key to the delivery of services and sets out the importance of communication strategy in the Capricorn District Municipality to ensure that the objectives of the municipality are achieved. The argument is that communication strategy plays an important role in service delivery. As such the implementation of communication strategy is not only necessary but also appropriate to the achievement of the municipality's objectives.

The argument is whether communication strategy is significant in the delivery of services in local government. Communication strategy has at least two elements, namely, the "how" part and the "who" part. Further, the "who" part represents who the recipient of the municipal message is and how best can the municipality tailor its conveyance of messages to the recipient. Communication strategies help public institutions to propagate information in a structured and controlled manner. An ideal strategy details the structure of information flow, the message, the identification of audience to address, potential vehicles to carry the message, resources required to fulfil and feedback mechanism to learn from the whole.

Dubrin (2007) stated that there is evidence that despite the existence of extensive information about communicating persuasively and effectively, many public institutions fail to communicate their mission, vision and values they should. Dubrin (2007) further urged that a focus on the creation of high-impact communication with a view to enhance leadership, thereby bringing institutional communication issues to the fore. Public institutions exist as entities comprising several interdependent sub-units that are essential to institutional effectiveness. Employees within public institutions engage in communication activities in which information is shared and meanings are exchanged, all in the achievement of institutional goals and objectives. The communication activities impact on sector goals in the interest of the public.

The flow of information in the internal and external context of the public institution is important in facilitating the day to day activities of the institution. Employees in the Capricorn District Municipality are involved in activities that have a direct or indirect influence on the delivery of basic services to the District citizens. This shows the importance of employees to understand the institution's vision and mission and also emphasise the

importance of communication within the institution. Local government has a legal obligation and political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa, Act 108 of 1996 and other statutory enactments impose an obligation on local government communicators and require high level of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The communities on the other hand have a right and a responsibility to participate in local government affairs and decision-making; and ample provision is made in the above mentioned legislation for them to exercise their right in this respect. Our democratic government is committed to the principles of *Batho Pele* and this means that those we elect to represent us (councillors at the municipalities) and those who are employed to serve us (the municipal officials at municipalities) must always put communities first in what they do. It is these basic rights and responsibilities of the community and all spheres of government that encourages municipalities to promote the adoption of communication strategies.

South Africa became a democratic country in 1994. With democracy, a number of changes took place in various arenas; political, cultural, social and economic. The country was transformed from one ruled by apartheid policies to one which took into account the collective aspirations of the people. It is through this background that Capricorn District Municipality came into existence. The main task of the municipality is to ensure effective and efficient delivery of basic municipal services to the people. During the apartheid era many people were left out in terms of social and economic development agendas of the government.

Capricorn District Municipality was established in 2000. It comprises five local municipalities namely Polokwane, Aganang, Lepelle-Nkumpi, Molemole and Blouberg. The municipality has a communication strategy which is not yet approved by the Council and as such it makes it difficult to implement the strategy. Capricorn District Municipality comprises several departments and sections, one of which is the Communications Unit, which has been responsible for the development of a communication strategy. The current communication strategy was approved in 2006 and should be reviewed annually. For the financial year 2009/2010 the strategy was not reviewed meaning that additions and updates were not made to the strategy. The draft strategy must be presented to the management team and then follow the required process until tabled to Council for approval.

Ismail, Bayat and Meyer (1997) argued that government power can be divided to promote opportunities for citizens to participate in public policy. Their participation can be achieved through stakeholder meetings. Citizen participation in public policy is imperative for democratic local governance. Participation is also less effective if communities are not empowered to participate fully in local government programmes. Citizen participation also includes information which citizens or communities receive regarding administrative and political matters related to their local area. This entails information dissemination by the administration and council meetings open to the media and the public. The municipalities must provide citizens with opportunities to participate in its affairs.

Isamil, Bayat and Meyer (1997) argued that citizens are in the front line of receiving local policy outputs, thus they should play a role in the programmes of municipalities. Citizen participation is likely to increase the responsiveness of the local councils. Without citizen participation, local authorities run the risk of facing unnecessary protests.

Craythorne (1993) argued that a local authority is a public body that exists to serve the public and therefore needs to communicate with the public it is designed to serve. Craythorne explained the term “communication” as aimed to convey some or other legal requirement or inviting comments and objectives on some specific proposals. These methods of communication remain important as they are a part of the democratic process of public consultation.

Communities have a right and a responsibility to participate in local government affairs and take decisions, and ample provision is made in the abovementioned legislation for them to exercise their constitutional right in this respect. The new democratic government of South Africa is committed to the principle of *Batho Pele* and this, means that the elected councillors and officials at local level must always put people first in executing their duties. Based on the promotion of these Municipality should basic popular rights and responsibilities of the community, the Capricorn District adopt a communication strategy which will serve as a vanguard in the attainment of the purpose.

1.2 RESEARCH PROBLEM

Communication strategy in the Capricorn District Municipality is inconsistently implemented, that is, communication channels are not adhered to. There is lack of internal and external communication. This has led communication breakdown amongst internal and

external stakeholders. The problem to be investigated in this study is; what are the challenges faced by the Capricorn District Municipality in implementing its communication strategy.

1.3 AIM OF THE STUDY

The aim of the study is to investigate the challenges facing the Capricorn District Municipality in implementing its communication strategy.

1.4 OBJECTIVES

The objectives of the study are:

- To understand what is entailed by a communication strategy within Capricorn District Municipality.
- To establish an understanding of the communication strategy by employees of Capricorn District Municipality.
- To investigate the effectiveness of communication between the municipality and its stakeholders, both internal and external.
- To describe the effectiveness of communication tools used by the municipality to deliver messages and information to target audience.

1.5 RESEARCH QUESTIONS

The research questions are:

- What does a communication strategy entail?
- Whether employees have a conceptual understanding of a communication strategy?
- How effective is internal and external communication within Capricorn District Municipality?
- Which communication tools are used to deliver messages and information to the target audience?

1.6 DEFINITION OF CONCEPTS

In order to understand this study it is necessary to define concepts that are pertinent to it. The following concepts have been identified:

1.6.1 Strategy

Mintzberg (1994) explained that strategy as a plan, a means of getting from here to there. It is a pattern in actions over a period of time. Strategy is perspective that gives vision and direction.

1.6.2 Communication

Communication is any activity that involves exchanging information from one person to another. The direction of this exchange may either be horizontal or vertical within hierarchies of an institution (Du Plooy, 2001). Communication can be both internal and external. Internal communication is a central process through which employees share information, create relationships, make meaning and construct institutional culture and values. This process is a combination of people, messages, meaning, practices and purpose (Schockey-Zalabak, 1995). External communication is the exchange of information and messages between institutions, groups or individuals outside its formal structure. The goals of external communication are to facilitate cooperation with groups such as suppliers and investors and to present a favourable image of an institution and its services to potential clients and society at large.

1.6.3 Communication audit

Du Plooy (2001) defined communication audit as a methodological and systematic way of determining the effectiveness of communication within the public institution.

1.6.4 Institutional communication

Neher (1997) defined an institution as “an ongoing, observable pattern of interactions among people” and communication as “the process of two or more people engaging in mutual awareness and sharing of facts,

Steinberg (1995) defined institutional communication as an umbrella term for all processes involving the act of communication that takes place within an institutional context, both internal and external to the institution.

1.6.5 Strategy implementation

Noble (1999) defined strategy implementation as communication, interpretation, adaption and enactment of strategic plans.

1.6.6 Communication Strategy

Communication Strategy is how information is disseminated and received from all stakeholders in the activity. It identifies the means or medium and frequency of communications throughout the institution.

1.7 RESEARCH METHODOLOGY

In order to address the issues of research methodology, chapter three provides a detailed exposition of how this study has been carried out. This section addresses the following issues:

1.7.1 Study area

The unit of analysis is Capricorn District Municipality which is located in Limpopo Province. Capricorn District Municipality comprises five local municipalities namely, Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. Capricorn District is the third largest in district economies in the province.

1.7.2 Population

In any research process, the target population refers to the actual population that a researcher aims to study or analyse. The total population for the research is (five-hundred and forty) Capricorn District Municipality's employees.

1.7.3 Sample size and selection method

In this study the researcher has used the random sampling method whereby each member has an equal chance of being selected into the sample. A 10% of the total population will be used because of resource constraints, for example time and manpower, therefore 10% of the population will be manageable. Since the population for the research is five-hundred and forty, the sample size will be fifty-four employees.

1.7.4 Data collection methods

The following data collection methods will be used in the study:

- **Interviews:** all levels of employees were interviewed, that is senior managers, middle managers, supervisors, operational employees and general workers. Open-ended questions are to be asked to all interviewees. The questions have allowed for some personal contact between the interviewee and the interviewer.

- **Document study:** the documents studied consisted of internal municipal records, submissions and newsletters.

1.8 REFERENCING METHOD

The American Psychological Association (APA) referencing style is used in this study. APA referencing style uses the author-date format. When quoting directly or indirectly from a source, the source must be acknowledged in the text by author name and year of publication. If quoting directly, a location reference such as page numbers or paragraph number is required.

1.9 ETHICAL CONSIDERATIONS

The following ethical considerations were adhered to in this research:

- 1.9.1 Informed consent:** to obtain informed consent means that all possible or adequate information on the goal of the investigation, the procedures followed during the investigation, the possible advantages, disadvantages and danger to which respondents were exposed, as well as the credibility of the researcher be clarified. Judd, Smith and Kidder (1991) argued that informed consent ensures the full knowledge and cooperation of subjects, while also resolving, or at least relieving any possible tension, aggression, resistance or insecurity of the subjects.
- 1.9.2 Violation of privacy/ anonymity/ confidentiality:** Sieber (1982) defined it as that which normally is not intended for others to observe or analyse". The individual's right to privacy is the individual's right to decide when, where, to whom and to what extent his or her attitudes, beliefs and behaviour should be revealed. This principle can be violated in a variety of ways and it is imperative that researchers be reminded of the importance of safeguarding the privacy and identity of respondents, and to act with the necessary sensitivity where the privacy of subjects is relevant.

All possible means of protecting the privacy of respondents in the present study will be applied. Respondents will be assured of anonymity by using fictitious names in the report and no third party will be given access to raw data.

1.10 LAYOUT OF CHAPTERS

1.10.1 Chapter one: Introduction and Background of the Study

In this chapter, the researcher gives a general introduction of the study. The focus is on the background to the problem, aims and objectives of the research, as well as definitions of relevant concepts, research methodology and ethical considerations. The researcher further outlines the reasons that led to the choice of this research topic.

1.10.2 Chapter two: Literature Review

The views of different scholars on the research topic are highlighted and discussed in this chapter. This is important as it lays the foundation in understanding the nature of the implementation of communication strategy in the public sector, thus expanding the knowledge base of the topic.

1.10.3 Chapter three: Research Design and Methodology

This chapter outlines a detailed research design and methodology utilised in carrying out the study.

1.10.4 Chapter four: Data Presentation and Analysis

This chapter will discuss data collection techniques and methods. It also shows how primary data was analysed to ensure a proper interpretation of research results.

1.10.5 Chapter five: Conclusion and Recommendations

Chapter five concludes the study and also provides recommendations and prospects for future research.

1.11. SUMMARY

Chapter one served the purpose of providing an introduction to the research and covered fundamental concepts regarding communication strategy. This chapter put the argument forward that a communication strategy plays a role in municipal service delivery. There are numerous challenges faced in the implementation of communication strategy in local sphere of government. A good communication strategy identify key stakeholders that the public

institution should communicate with, key messages to be communicated, tools of communication, methodology and time frame for evaluating the effectiveness of communication. In the next chapter, a literature review is undertaken.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter focused on the introduction to the study as an attempt to map out the layout of the study in general. This chapter is an attempt to provide for the views of different scholars on the implementation of communication strategy. The chapter includes a discussion on areas of communication strategy such as internal and external communication, media relations, stakeholder relations, customer care and institutional image building.

2.2 COMMUNICATION

Tichnor, Donowe and Olien (1975) proposed that increasing the flow of communication in a social system is more likely to benefit groups of higher social economic status. According to these researchers social structure has played an increasingly important role in the application of communication strategies to health and behaviour change. Bietman and Zeithaml (1995) defined communication as the transmission of information from one party to another through the use of shared symbols. All communication is purposeful and relevant efforts should be directed towards achieving the identified purpose.

Hornby (2000) defined communication as the imparting, conveying or exchange of ideas, knowledge and information. Sandin and Simolin (2006) stressed how essential a communication strategy is for any public institution. Communication strategy has subsequently become recognised as useful tools by local government. Hamrefors (2004) agreed and placed emphasis on the importance of communication in the leadership of the public institution. He argued that communication is not merely a set of activities, but should be seen as an ability to communicate effectively in a public institution context.

Communication is viewed as part of leadership rather than management because leaders have to communicate the vision, mission, strategic goals, priorities and expectations of an institution to subordinates. Communication is a central theme in any interpersonal relationship. Communication is viewed as part of leadership rather than management because leaders should be able to communicate their visions, mission, strategic goals, priorities and expectations of their followers. Littlejohn (1992) argued that communication does not happen without meaning. People create and use meaning in interpreting events. It can be said that communication is about the process of meaning creation.

Kuyani (2005) emphasised that communication is responsible for mediating local participation and providing information on issues and problems in the community. In addition, communities learn how they should participate in local government affairs that affect their lives through mediated communication. Ideally, orderly and responsive political institutions are primarily constituted by purposeful and planned communication. Internal communication which is part of the communication strategy will be discussed next.

2.3 INTERNAL COMMUNICATION

Internal communication is communication between employees or departments across all levels or divisions of a public institution. Internal communication can be formal or informal, vertical or horizontal. It can take various forms such as team briefing, interviewing, employee or work councils, meetings, memorandum, an intranet, newsletters, the grapevine and reports. Effective internal communication results in employee satisfaction and increased productivity while good external communication is linked to strong supportive partnerships between government and outside stakeholders. Internal communication is practised in modern day public institutions. Sometimes scholars narrow functions such as the production of public institution's newsletters as major characteristics of internal communication.

Unzicker, Clow and Babakus (2000) argued that employees are referred to by public relations professionals as "active publics". These active publics are a threat to public institution missions in that they determine key issues for the institutions. Issues that are pertinent to employees when ignored or downplayed can result in failure by a public institution to achieve goals and objectives, unrest, strike actions, high staff turnover and other related incidences, therefore highlighting the need for institutions to regularly assess institutional communication.

2.3.1 Definitions

Van Staden, Marx and Erasmus-Kritzinger (2003) defined internal communication as communication between management and staff at various levels of the public institution for the purpose of reaching institutional goals.

Without a sound internal communication system, public managers are unable to effectively control, coordinate and plan goals, objectives, programmes and policies directed at providing basic services to citizens. The success and effectiveness of public institutions have been widely attributed to communication, particularly internal communication (Byrne and LeMay,

2006). Byrne and LeMay (2006) mentioned that the direct links between high-quality communications (for example timely, accurate, and useful) and productivity (quality and quantity of work, time to get job done) reduce absenteeism. Job performance and productively are a result of satisfaction in public institutional communication.

Internal communication is loosely referred to by many as employee's communication, staff communications, employee relations, industrial relations, and change management (Smith and Mounter, 2005).

2.3.2 Functions of internal communication

The literature of internal communication, records numerous classifications of functions of internal communication. There are two classifications that exhibit core messages in many other classification, namely that of Landman and Angelopulo (2006), Du Toit, Schutte and De Wet (2003).

Landman and Angelopulo (2006) proposed three functions of internal communication.

Du Toit, Schutte and Wet (2003) also added other functions of internal communications.

Functions of internal communication as explained by Landman and Angelopulo are strategic alignment, organisational learning and knowledge management as well as motivation. These functions are explained as follows:

- **Strategic alignment function:** effective communication in a public institution includes questions of performance and productivity. Smith and Mounter (2005) emphasised that communicating public institutional goals and objectives and related strategies should not be confined only to the management team but should be disseminated to all employees of all levels. Many institutions experience employees who complain about the lack of information from senior management. Public sector institutions perhaps assume that only certain levels of employees are able to comprehend strategic talk. This belief hinders public institutions from surviving as they fail to acknowledge the reality that means and ways of sharing information to all levels of the institution are imperative for any public institution (Human Resource Management Guide, 2007).

- **Organisational learning and knowledge management:** Landman and Angelopulo (2006) have mentioned organisational learning and knowledge management as a function. According to this function, internal communication serves the purpose of ensuring that information reaches all employees, thereby facilitating learning and knowledge management activities of

the public institution. Landman and Angelopulo (2006) argued that the ability to learn is directly related to the management of information and communication, and highlight the channels of communication and institutional climate as predeterminants of learning. The learning public institution creates a climate that facilitates the conversion of information and knowledge by employees and maintains a methodological approach towards updating this knowledge.

• **Motivation function:** motivation as a function of communication is the reality stated by Unzicker, Clow and Babakus (2000) that training is often received too little, too late, and that it is often irrelevant. Ongoing training efforts can be used by public institutions to prepare employees to perform their function. A clear rationale is required as to why employees should perform their jobs in a certain manner. The concept of service delivery should be sold to employees, especially in the public sector. Leaders and managers can use their communication skills effectively to train, inform and mostly motivate employees. An unmotivated employee is clearly an unsatisfied employee and this affects the quantity and quality of service delivery. Internal communication can be crafted in a manner that allows the public institution to capture the needs of its employees and to act on them.

Steinberg (1995) demonstrated that theories of employee motivation such as Maslow's hierarchy of needs play a crucial role in the motivation of employees, which in turn is important to internal communication. Employees need to know how well they are doing their work and what their specific duties are.

Du Toit, Schutte and de Wet (2003) put forward four functions of internal communication as information, regulatory, integration and persuasion. These functions are incorporated in the three functions as mentioned by Landman and Angelopulo. The purpose of considering different views on the functions is to illustrate that often public institutions attach various meanings and therefore emphasis different aspects of communication. The four functions of internal communication as explained by Du Toit, Schutte and de Wet (2003) are as follows:

• **Information function:** internal communication must be used to provide information to members of the public institution. This information must be timely, accurate and relevant to enable employees to make informed decisions. Steinberg (1995) emphasised the need for public institution to be in constant contact with their environment in order to inform internal

functioning of the institution and to use communication as a vehicle that drives information exchanges on institutional activities, experiences, changes and plans.

- **Regulatory function:** Steinburg (1995) and Du Toit, Schutte and de Wet (2003) identified two functions of regulating messages within public institutions viz. informing employees about necessary instructions required to fulfil tasks and informing employees about the code of conduct, or more simply, the do's and don'ts in the public institution. This function is found in rules, regulations and procedures, usually in written form, to guide employees on how to behave in their conduct within the public institutions.

- **Integration function:** Steinburg (1995) argued that the integrative function of internal communication is to create identity and uniformity in the public institution and subsequently achieve unity and cohesion within the public institution.

- **Persuasion function:** in fulfilling a persuasive role, internal communication convinces officials within the public institution to carry out tasks and activities in a way that leads to the achievement of institutional goals and objectives when managed carefully. Research proves that authoritarian methods are ineffective and argues that employees can also use persuasion in such instances as requesting for salary increments (Steinberg, 1995).

There are a number of reasons why public institutions should be concerned about internal communication. As noted in Quarke (1998) traditionally, internal communication has focused on the announcement of management conclusions and the packaging of management thinking into messages for mass distribution to the troops. Research indicates a limit to the value of this broadcasting model of internal communication. Without feedback loops and harnessing the active involvement and mediation skills of frontline supervisors or team leaders, communication tends to be more effective at influencing senior and middle managers rather than frontline employees, (Larkin and Larkin 1994).

Internal communication planning is one of the most neglected areas of strategic planning. Most public institutions spend a great deal of money and effort on their external communication plan but fail to expend similar energy towards creating an organised plan for internal communication. The ability to effectively communicate with customers, vendor and employees is imperative to providing greater customer satisfaction and improving business productivity. Communication is a process for exchanging information with others. Effective

communication occurs when the receiver clearly understands the intended message that was sent.

Communication occurs whether planned or not. Without an organised internal communication strategy the message received is left to chance. An integrated internal communication strategy provides a focused plan for communicating the company's mission, vision, values and goals and why they matter to employees. Internal communication often occurs reactively in response to crisis or a major event deemed important to communicate to employees by management. A consistent and open internal communication is a proactive approach to developing a better directed, more committed and highly efficient employees.

Quarke (1998) emphasised the importance of internal communication as to help employees better understand public institution's objectives. Quarke (1998) explained the importance of ensuring that employees realise the significance of their individual contributions and make sure that they have the correct information at hand to engage with stakeholders. Internal communication in public institutions ensures that communication amongst all employees is also standardised.

2.3.3 Flow of information within the public institution

Messages are transmitted within the public institution formally through vertical direction (downward and upward) and horizontal (lateral direction) and through informal channels. Downward communication involves the communication flow from top to bottom in the hierarchy of the public institution, usually from top management down to subordinates. A reverse flow occurs in what is termed upward communication involving communication flows from subordinates to superiors.

Steinberg (1995) stated that managers send information to employees to provide instructions, to promote institutional tasks, to give feedback on performance appraisals and to inform them of the strategic direction of the public institution. Therefore, both downward and upward communication is useful in sending messages back and forth within the public institution. Feedback should find its way back to management through the same route.

Steinberg (1995) argued that employees belonging to the same hierarchical level are involved in extensive interactions which are described as lateral or horizontal communication. At this level the exchanges include both personal and work-related issues in similar channels as described above for upward and downward communication. Employees are also engaged in

“grapevine” where information flows up, down and horizontally irrespective of hierarchy or existing channels of communication in existing channels of communication. Fielding (2006) defined specific context of communications as being downward, lateral and upward:

• **Downward communication:** this communication involves managers communicating down the line to subordinates. Managers might send the following types of messages:

- Information about the missions and goals of the public institution
- Feedback to subordinates on their performance
- Communication and reporting channel
- Instructions for specific tasks.

• **Lateral communication:** sideways communication takes place between departments in a public institution or between managers of equal rank. This type of communication involves the following types of messages:

- Report on activities of departments to keep other departments informed
- Information to managers on public institution policies and progress so that they are able to make informed decisions.

In Capricorn District Municipality lateral communication takes place, for example sectional managers in a department hold monthly meetings to discuss progress of their programmes and evaluate if their performance is in line with the municipality’s objectives.

• **Upward communication:** this type of communication is called subordinate/ manager communication. It involves communicating from the lowest position in the public institution to the highest position. The following types of messages are involved:

- Reports about individual problems and performance
- Reports on what needs to be done and how to do it
- Memoranda about the practical results of the public institution’s policies and practices
- Messages in suggestion boxes about specific staff problems.

Effective upward communication places heavy demands on manager and subordinates alike. Managers have to be prepared to listen to criticism or to new ideas that might seem threatening. The subordinates have to be prepared to suggest new ideas that might seem threatening. These subordinates should also be allowed to suggest new ideas and criticise

present practices. They also have to be as honest and open as possible if upward communication is to succeed in the improvement of municipal service delivery. The discussion on stakeholder relations which has to do with the impact of the relationship of both internal and external groupings on the public institution will follow.

In Capricorn District Municipality upward communication is practiced, for example manager/ subordinate work relationship is there where subordinate report their progress on tasks executed through monthly report and the plan of action for the next month. The monthly report will also include the budget utilised for specific programmes.

2.4 EXTERNAL COMMUNICATION

2.4.1 Definition

Foster, Punjaisiri and Cheng (2010) referred to external communication as communication that focuses on audiences outside the public institution as investors and customers.

2.4.2 Channels used for external communication

There are various types of communication channels that can be used to communicate messages to the target audience. Foster *et al.* (2010) provided various channels of external communication follows:

Print and broadcast media: print media refers to media such as television and radio whereas broadcast media refers to hard copy media such as newspapers, newsletters, magazines, brochures, flyers and posters

Face to face consultations : the external stakeholder consultations are important to ensure that relevant information is disseminated to correct stakeholder. The consultations guarantee citizen participation in government programmes.

Website : technology exists to provide citizens with open access to government information. It is important for the government to ensure that websites are regularly updated to increase transparency in government departments and municipalities.

2.5 STAKEHOLDER RELATIONS

2.5.1 Definitions

A standard definition of a stakeholder is also provided by Freeman (1984) as any group or individual who can affect or is affected by the achievement of the public institution's purpose and objectives. Charkham (1994) argued that there are two broad classes of stakeholders that is the contractual and community stakeholders. The contractual stakeholders are those groups which have some form of legal relationship with an institution and the community stakeholders involve those groups whose relationship with the public institution is more diffuse but nonetheless real in terms of its impact.

The role of public institution communication is to manage the multitude of stakeholder relationships in order to achieve the mutual benefit. Hallahan (2000) argued that social exchange theory suggests that people enter into relationships by analysing cost versus benefits. If a public institution values a relationship with a certain stakeholder and portrays the benefits of being in a relationship to be larger than the costs, then the stakeholder is likely to remain loyal to the institution. According to Hallahan (2000) for a relationship to be mutually beneficial for both parties, both parties need to believe that they are getting something out of the relationship.

Sandin and Simolin (2006) argued that strong relationships are based on trust, and nothing establishes trust more than credibility. By disseminating information about a good public institution's image does not guarantee strong stakeholder relationship. It is significant to note the primary goal of public institution's communication is to promote an institution's objective among stakeholders that can manifest trust.

Steyn and Ruth (2000) explained that stakeholder relations should be mutually beneficial and senior public officials need to be accountable to all stakeholders. Steyn and Ruth (2000) emphasised that in a public institution it is important to identify the stakeholders and understanding of issues they face. It is significant to identify stakeholders and identify how they contribute to the public institution. According to Steyn and Butschi (2004) stakeholders are not only those groups that managers usually think have some stake in the public institution, but are also those groups who themselves think they have a stake. The challenge of stakeholder management is to see that primary stakeholders achieve their objectives and

that other stakeholders are dealt with ethically and responsibly to achieve a “win-win” situation (Steyn and Butschi, 2004).

Rensburg and Ferreira (2004) emphasised that communication should not only focus on building and sustaining relationships in order to achieve real value to the public institution, but to be the visible voice of institutional excellence and continuous improvement.

For municipalities, there are internal and external stakeholders. Internal stakeholders are people who are already committed to serve the council as employees and councillors.

External stakeholders are people who are impacted by the public institution’s work as clients.

2.5.2 External stakeholders

The external stakeholders are engaged in contributing their views and experiences in addressing the issues that are important to them. The municipality has different external stakeholders which will be identified and discussed.

- **Communities as external stakeholders:** the preamble to the Municipal Systems Act (Act 32 of 2000) required the local government system to engage communities in the affairs of the municipalities, particularly in planning, service delivery and performance management. The preamble also requires efficient, effective and transparent local public administration that conforms to constitutional principles. Therefore it is acceptable that all local communities should, through their municipalities, participate in the development of integrated development planning.

The Municipal Systems Act (Act 32 of 2000) required council to encourage and to create conditions for local communities to participate in the preparation, execution and review of the Integrated Development Plan (IDP). According to Cloete and Thornhill (2005), it should be considered that the community is constituted of different stakeholders, for example women, men, children, Non-Governmental Organisations (NGO’s), business, disabled, sport organisations, church denominations and academic institutions. Some of the groups are organised into associations. Omitting consultation of a significant stakeholder of the community would jeopardise the development of an acceptable development plan. A municipality has to use a variety of communication media to inform the local community of the IDP process. Adverts in local newspapers and radio broadcasts can be used to reach a particular group within a municipal community. It should be kept in mind that appropriate language should be used for each stakeholder.

Lutz and Linder (2002) and the Organisation for Economic Co-operation and Development (OECD) (2001) emphasised the sound relations between the community and municipalities has the following advantages:

- They improve the quality of policy, by allowing local government to tap into wider sources of information, perspectives and potential solutions in order to meet the challenges of policy making under conditions of increasing complexity, policy interdependence and time pressures.
- They meet the challenges of the emerging information society to prepare for greater and faster interactions with citizens and ensure better knowledge management.
- They integrate public inputs into the policy-making process in order to respond to communities' expectations that their voices be heard and their views be considered in decision making.
- They respond to calls for greater government transparency and accountability as public and media scrutiny of municipal actions increase and standards in public life are codified and raised.
- They strengthen community trust in government and reverse the steady erosion of voter turn-out in local elections, falling membership in political parties and declining confidence in key public institutions.

• **Traditional leaders as external stakeholders:** chapter four of the Municipal Systems Act stated that consultative sessions with locally recognised community organisations and, where appropriate, traditional authorities must be held. It is further emphasised that a municipality must develop a culture of municipal governance that complements formal representative government, with a system of participatory governance.

The Municipal Structures Act, (Act 117 of 1998), declared that before a municipal council takes a decision on any matter, directly affecting the area of a traditional authority, the council must give the leader of that authority the opportunity to express a view on that matter.

The Traditional Leadership and Governance Framework Act, (Act 41 of 2003) elaborated on the functions and roles of traditional leaders as it relates to municipalities. The Act provides an opportunity for municipalities and traditional leaders to work together in the spirit of cooperative governance. The Traditional Leadership and Governance Framework Act suggest that traditional leaders primarily play a supportive role to the municipalities and are, in turn, one of the key stakeholders that municipalities should consult in accordance with the

principles of an Integrated Development Plan (IDP). Community development is one of the key functions for traditional leaders; this could include economic and social development through the support of customs and social cohesion as well as improved service delivery.

The Constitution of Republic of South Africa, (Act 108 of 1996) and the Municipal Systems Act failed to address the roles and responsibilities of traditional leaders in the new democratic political dispensing clearly. Traditional leaders will have representation on local councils to advice on the needs and aspirations of the people for whom they are responsible. Although the White Paper on Local Government (1998) attempted to bring about the understanding between municipalities and traditional leaders, it failed to achieve the working relationship between the two since major decision-making powers were still vested with the local municipalities.

Van der Waldt, Venter, Van der Waldt, Phutiagae, Khalo, van Niekerk and Nealer (2007) argued that the White Paper did not allow traditional leaders to reject the introduction of municipalities in rural areas. Traditional leadership has to function in a manner that embraces democracy and contributes to the entrenchment of a democratic culture, thus enhancing its own status and standing among the people. The critical challenge, facing both government and traditional leadership, is to ensure that custom, as it relates to the institution, is transformed and aligned with the Constitution and Bill of Rights.

- **Non Governmental Organisations (NGOs) and Community Based Organisations (CBOs) as external stakeholders:** wherever democracies are in transition, such as in South Africa, Non Governmental Organisations play a vital role. According to Van der Waldt *et al.* (2007) in the period shortly after the transitions to democracy, South African NGOs working in the democratic space had an important educational and “watchdog” function. Much attention was focused on ensuring that the members of the public were able to exercise their democratic rights in an informed manner.

- **Ward Committees:** the municipalities are divided into wards for the purpose of local government elections, with each represented by a ward committee. The ward participatory system of the municipal government allows for the establishment of ward committees to facilitate such community participation.

According to Van der Waldt *et al.* (2007) ward committees can also improve communication between the municipal council and local communities. The ward committees play a role in

identifying community needs and fine-tuning municipal programmes in order to accommodate local circumstances. It enhances participatory democracy in local government by providing a vehicle for communities to make their views and needs known to the municipal council.

2.5.3 Internal Stakeholders

The internal stakeholders are usually people who work for an institution and are paid to get their job done. They are considered part of the institution. The internal stakeholders are often engaged directly in the day to day activities of a municipality to ensure effective and efficient service delivery to the public it serves. The different municipal internal stakeholders will be identified and discussed.

- **Employees as internal stakeholders:** according to Macey, Schneider, Barbera and Young (2009) an employee contributes labour and expertise to an endeavour of an employer and is usually hired to perform specific duties which are packaged into a job. In most modern economies, the term “employee” refers to a specific defined relationship between an individual and a public institution, which differs from those of customer or client. Macey *et al.* (2009) see employees as true assets of an organisation. They are the ones who contribute effectively the successful functioning of an organisation.
- **Employee engagement:** Macey *et al.* (2009) emphasised that when employees are engaged, they are emotionally attached to the vision of the public institution. They believe in what they do, the institution’s vision and the direction the institution is going. Macey *et al.* (2009) argued that employee engagement is the emotional commitment an employee has to the public institution and its goals resulting in the use of discretionary effort. Engaged employees are committed and loyal to the public institution.
- **Better communication:** according to Macey *et al.* (2009) engaged employees communicate, they share information with colleagues, they pass on ideas, suggestions, and advices and speak up for the public institution. This leads to better performance, greater innovation and happier customers. Employees desire to know how the public institution is doing, financially, how objectives are being accomplished and how what they do contributes to achieving institutional objectives.

- **Employee performance appraisal:** Huselid (1995) referred to performance appraisal practice, aimed at assessing individual or team performance and linking it with various forms of incentives, deliberately aligning individual interests with that of the public institution.
- **Councillors as internal stakeholders:** Fox and Meyer (1995) argued that it is important to refer to politics as one of the most significant phenomena in the public sector (this including the municipal sphere). In this regard it does not imply only party politics, that is the politics of a political party, but politics referring to:
 - The process of decision-making.
 - Who receives what, when and how?
 - A conflict resolution process which determines the apportionment of resources.
 - The process by which power is applied in order to determine whether and how governance is to be exercised in any given area.

The South African Constitution of 1996 stipulates that the political party governing in a particular municipality has the responsibility to oversee the executive actions of the appointed officials acting on its behalf. This does not imply getting involved in the management of the municipality, but monitoring the actions to ensure that the stated goals are achieved.

Councillors have to be able to judge, the often divergent and even conflicting, values and requests of interest groups or political parties representing segments of society within a municipality and determine the relative importance of such requests or demands.

• **The functions of councillors**

Botes, Brynard, Fourie and Roux (1992) emphasised that the first and most important aspect of a councillor's function lies in the fact that as an individual he/she does not possess any power and may merely act with his/her fellow councillors in a college (body of people). An individual councillor has to realise that he/she has a governing function together with his/her colleagues, not a managerial or administrative function. This means that councillors should master the art of governing. They must learn to approach and formulate the representations of the community concerning their wishes, needs and problems in an objective manner and to make rational policy recommendations at committee and council meetings. In other words, councillors must continuously be in contact with interest groups and prominent individuals in their communities. Botes *et al.* (1992) argue that the function of councillors can be divided

into four sub-functions namely representation, participation in committees, deliberation in council meetings and public liaison. A description of these functions is as follows:

- **Representation:** councillors are elected in order to represent voters by ensuring that their voters will and wishes are incorporated into public municipal policy and the decisions of the council. Councillors should keep themselves informed of the views of voters regarding the nature and extent of activities undertaken by the municipal council and its officials.

- **Participation in committees:** councillors wishing to exercise their governing function properly must, ensure that they are conversant with the proceedings of committee meetings, even if they are not members of the committee. Councillors should also make themselves available to serve in ad hoc committees and permanent committees. Councillors will have to expend more time and energy in committee meetings than in council meetings, since the former are venues where the problems, wishes and needs of the municipal community are thoroughly discussed and where alternative policies and decision are formulated for submission to the council.

- **Deliberation in council meetings:** in practice, almost all matters are first analysed by a committee before being submitted to the council for consideration. Councillors are expected to evaluate the recommendations or the committees with positive and creative discussion in public debate and if necessary, to amend or reject the recommendations. It is during debates that a councillor will prove to the voters that he/she is really defending their interest.

- **Public liaison:** the duties of a councillor do not end when the council comes to decisions. It may happen that the synthesis of needs and wishes of the municipal community reached by deliberation in a council meeting will not always satisfy all voters. It is the task of a councillor to convince voters in his/her electoral ward of the soundness of the policy. A councillor must also ensure that he/she is informed of the progress made in the execution of council decisions and the rendering of services. He/she must evaluate the results of the policy and decisions which have been implemented to determine whether the needs and wishes of community have been satisfied and whether the problems have been solved.

Craythorne (1993) argued that councillors, as individuals, have no executive powers and cannot give instructions to officials or take binding decisions. Councillors should act through senior officials and while they can expect reasonable information from officials related to their functions, they should not make excessive demands nor should interfere in the submission of reports.

The Municipal Structures Act provided that the council is the governing body of the municipal operations and custodian of its powers, both legislative and administrative. The Municipal Structures Act provided that the councillor's job is to work with other council members to set the overall direction of the municipality through their role as a policy maker. The policies that council sets are the guidelines for administration to follow as it does its job of running a municipality. A councillor will spend a lot of time while on council creating new policies and programmes or reviewing the current ones to make sure that they are working as they should. The discussion on media relations as a component of the communication strategy will follow.

2.6 MEDIA RELATIONS

2.6.1 Definitions

Stewart, de Kock, Smit, Sproat and Storrie (1996) defined mass media as television and radio (broadcast media), newspapers and magazines (print media) which are instruments of communication that allow access to a very large audience. Municipalities use mass media to inform the public about their activities and to invite them to participate in those activities. The Municipal Systems Act explained that municipalities have to use a variety of communication media to inform local community of the municipal activities, for example, the IDP process. The adverts in local newspapers and radio broadcast can be used to reach a particular group within municipal community. Argenti (1998) added that media relations has been viewed as a public relations function in the past.

2.6.2 The role of media relations

The purpose of media relations is to manage media interface and provide outputs to achieve pre-determined outcomes. Argenti (1998) explained the role of media relations as to provide editorial coverage of the public institution and ensure that the dissemination of information is achieved.

Skinner, Von Essen and Mersham (2005) argued that to thoroughly understand media liaison it is of utmost importance to understand nature and role of perception in media communication. A perception can be regarded as positive or negative mindset that a person forms about other individuals, institutions or events. This mental impression influences how he/she feels, thinks and behaves towards those individuals and institutions, or evaluates and judges a specific event. When dealing with media it is necessary keep the target audiences of the different media in mind. Media training for relevant functionaries and senior officials and good interpersonal relationships with journalists is therefore a necessity.

2.6.3 Types of mass media

Stewart *et al* (1996) argued that common criticism levelled against the mass media is the tendency to be one way channels that present the bias and prejudices of opinion without allowing sufficient input from their audience. Stewart *et al* (1996) see mass media as follows:

- **Television:** is an immensely powerful mass communication medium because, it combines sight, colour, sound and movement in the comprehensive invasion of the senses that television ensures. Television transmits information electronically. National television news is often criticised for its selection and presentation of topics that is controlled entirely by the television channel.
- **Radio:** is more versatile medium than television. Listeners select radio stations for different purposes depending on the time of the day and their specific requirement, for example news, music or chat lines. In the contrast to one-way communication media, the telephone chat line programmes on radio offer a true two-way communication route.
- **Newspapers:** the development of the electronic media from the mid-twentieth century has diminished the circulation and impact of newspapers. The daily and weekly newspapers continue to play an influential role in the mass media. The written word still provides certain types of communication more effectively than is on radio or television. Besides television, radio and newspapers there are several other media that can be used to communicate to a mass audience such as:
- **Magazines:** Aldridge, Forcht and Pierson (1997) emphasised that magazines are a necessary medium of advertising. They deal with important issues far more quickly than a book and are detailed than a newspaper, television or radio.

- **Outdoor advertising (billboards, posters):** Aldridge *et al* (1997) explained that billboards can be highway displays designed to attract the attention of travellers. If they are placed well and properly lighted, they can offer their message on a twenty-four (24) hour basis, in all kinds of weather. Anyone who passes will be exposed to the message. Billboards may not have the informative depth of newspapers or magazines adverts nor the impact of radio and television but they can be a superior way to reach anyone who passes near the billboards.

- **Computer (internet):** corporate website constituted an organised way in which a public institution prefers to provide online information with regard to the provision of services to the global audience. It is regarded as a most powerful marketing tool. It should therefore be developed with care to attract new visitors to the site and retain old visitors (Bickerton, Bickerton and Pardesi, 2000). Regardless of the tool that can be used to communicate information, it is important to use language spoken by group you target to reach.

2.7 PUBLIC INSTITUTION 'S IMAGE, IDENTITY AND REPUTATION

2.7.1 Definitions

Argenti (1998) elicited that institutional identity is the visual manifestation of its reality. This identity is often projected through logos, buildings, stationery, uniforms and other tangible pieces of evidence created by the institution. The public institution's identity is an influential tool that the institution's communication controls and can utilise to influence stakeholder's perceptions of the institution's image and reputation. Christensen and Askegaard (2001) used the definition of Margulies pertaining to institutional identity, describing it as the sum of symbols and artefacts designed and managed in order to communicate the ideal self-perception of the institution to its external publics. Balmer and Dinnie (1999) described public institution's identity as the attributes that make an institution distinct, viewed as a multi-disciplinary approach including several management disciplines, namely public institution's image and reputation, and institutional structure.

Mersham, Rensburg and Skinner (1995) defined public institution's identity, image and personality as consisting of the essential qualities attributed to the institution. It is how the institution wants itself to be identified and how it sees itself. It is therefore how others view the public institution. It is a composite of people's attitude and beliefs about an institution. The public institution's identity and the image are not always the same even when they are all

of the same government for example; there are some local municipalities which are viewed to be better performing than others (Mersham, Rensburg and Skinner, 1995).

2.7.2 The benefits of an effective corporate brand and image

It is accepted that a good public institution's image (brand) and good identity have several advantages. These benefits may include:

- Increasing the chances of successful mergers/ acquisitions (Balmer and Dinnie, 1999).
- Coping with the acceleration of product life cycles, deregulation and privatisation programmes (Balmer and Grey, 2000).
- The public institution's image can be negatively affected by negative non-generated publicity but publicity can also be positive as the public views it as more credible than paid advertisements (Scriven, 2001).
- The mission statement and the vision also form part of the public institution's identity. Ferrell, Lucas and Luck (1994) suggest that the mission statement is the cornerstone of a public institution's strategic plan and therefore an integral part of the starting platform when developing a communication plan to support a service orientation.
- Skinner (1995) argued that external benefits from improved image include a coordinated media, picture, consumer awareness of product quality and strengths in management and services, well defined business objectives, community and government support, and most of all a public institution's image which the public perceives as responsible, dependable and trustworthy. All these translate into growth, prosperity and an institution which has the respect of the public it accounts to.
- Argenti (2007) viewed image as a reflection of a public institution's identity. It is an institution as seen from the viewpoint of its constituencies. To understand identity and image is to know what the public institution is about and where it is headed. Certainly the products and services, inevitably differences in how the elements are perceived by different constituencies, it is this cluster of facts, this collection of tangible and intangible things that provides the public institution with a starting point for creating an identity.
- Mersham, Rensburg and Skinner (1995) argued that the institution's personality is all the cosmetic features by which a public institution can be recognised. This includes its public institution's colours, the uniforms that employees wear, the slogans and logos.

2.7.3 The role of public institution's identity and corporate image

Hallahan (2000) argued that stakeholders both passive and active are not actually passive but are in fact active processors of information. That is, people create their own meaning about a particular public institution. Cornelissen (2000) maintained that images are held by audiences as a network of meanings stored in their memory. The public institution's image is usually an interesting reflection of the institution's reality.

Rensburg and Ferreira (2004) argued that public institution's communications responsibility is to manage the institution's reputation through a positive image and identity as well as effective stakeholder relations. Rensburg and Ferreira (2004) defined reputation management to be the building and sustaining of an institution's good name, generating positive feedback from stakeholders that will result in meeting strategic and financial objectives. These authors believe that reputation management shapes the images of public institutions and builds confidence and trust. The discussion on public institution's advertising as a component of communication strategy follows.

2.8 ADVERTISING

2.8.1 Definitions

Koekemoer (1987) argued that the phrase "paid form" distinguishes advertising from publicity. When a favourable comment about a public institution or service appears in the press media to provide information to the readers, no payment is made by the benefited public institution. Advertising, however, is an openly sponsored message disseminated through one or more media because the advertiser has purchased space in the printed media to place an advertisement.

Koekemoer (1987) saw advertising as a non-personal presentation. When a personal face-to-face presentation of a product or service is made, the process is called personal selling. Advertising is a process or a series of activities necessary to prepare the message and get it to the intended market in a non-personal way through various media platforms such as newspapers, magazines or radio. Advertising is concerned with ideas such as how, when and where to use a product.

Advertising discloses or identifies in some way the source of the opinions and ideas it represents. Koekemoer (1987) suggested advertising as any paid form of presentation of

ideas, goods and services by an identified sponsor, addressed to selected target groups with the objective of informing, influencing and persuading them to pay for services or to be favourably inclined towards these ideas, goods or services.

2.8.2 The role of advertising

Wilcox, Ault and Agee (1989) argued that public institution's advertising can play a role in the public relations armoury. The purpose of public advertising is the enhancement of public perception of the institution. Wilcox *et al.* (1989) also argued that the purpose of public advertising may also be to advocate a public institution's policy. Public institution's advertising may deal with an institution's policies, functions, facilities, objectives, ideas and standards. It must build favourable opinions of a public institution's management, skills technology or social contributions. The discussion on customer services as a component of communication strategy follows.

2.9 CUSTOMER SERVICES

2.9.1 Benefits of good customer service

Engelbrecht (2007) stated that if customers are unhappy, they are likely to treat the public institutions and its management with contempt. It is important to have good customer service in a public institution. Hiatt (1995) mentioned that there are benefits of good customer service and they include motivated employees. Ivancevich (2003) referred to motivation as the set of attitudes that predisposes a person to act in a specific goal directed way. Motivation is regarded as an inner state that energises channels and sustains human behaviour towards work. For those employees who appear to be work oriented and motivated towards working hard, an incentives compensation system will probably lead to higher productivity and high work quality.

2.9.2 Customer service problems that might arise in a public institution

Hiatt (1995) argued that some of customer service problems that might arise are the following:

- **Complaints by customers:** it is an expression of dissatisfaction by the public on a public service institution. It can also be described in a positive sense as a report from the public providing information about a problem with services to be rendered.

- **Poor internal communication:** it can be caused by unclear strategies and priorities which make it impossible for employees to make smart decisions, ill-defined roles, poorly defined responsibilities and roles, the manner in which decisions are made and communicated is often important.
- **Inexperienced staff:** this can lead to deteriorating provision of services and unattended reported complaints from the public.

2.9.3 Systems to address customer service problems

Since municipalities are about basic municipal services provision, it is necessary to also ensure that problems identified are resolved, especially as a means to improve its communication strategy. Hiatt (1995) argued that customer service problems can be solved using the following:

- **Technology:** it can often be used to streamline or speed up processes. It can also assist in the quality control of services.
- **Training:** it may be necessary to train staff to treat customers with respect. It may also be necessary to remind staff of the basics of good customer service. Staff need to be trained on the public institution's service, policies and procedures. If staff do not maintain high standards and quality, customers may lose faith in them.
- **Improving working conditions:** poor working conditions lead to unhappy, dissatisfied employees. If employees are dissatisfied, they will treat external customers with contempt. Ways in which working conditions can be improved include:
 - Improve salaries of employees: it is important to reward employees who actively help meet institution's goals. Recognition of a job well done does not always mean a large outlay of cash.
 - Other forms of employee motivation such as awards and recognition.

2.10 SUMMARY

The communication strategy will enable government to communicate in an efficient, co-ordinated, integrated and coherent manner. The Municipal Structures Act, (1998), Municipal Systems Act, (2000), the Promotion Access to Information Act, (2000) and the Constitution

of South Africa,(1996) place unique obligations on local government communications and oblige high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.

In conclusion, the communication strategy is vital in public institutions as it will also include an internal communication system and provide feedback to both internal and external stakeholders on issues pertaining to service delivery. A public institution should ensure that information indeed flows from key sources to employees who await information for them to perform their daily activities effectively and efficiently. The feedback mechanism plays a critical role in a public institution. In the next chapter, research design and methodology will be discussed.

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CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In the previous chapter a literature review was discussed to provide a contextual understanding of how communication is a relevant public sector system for information dissemination. This chapter will focus on research design and methodology. The purpose is to describe (the research design and methodology) and present reasons why the specific research design and methodology have been selected for this study.

3.2 RESEARCH DESIGN AND METHODOLOGY

The question of research design and methodology is a complete one to define. This is because it is an attempt to understand how the study is conducted in its various forms where issues of validity and reliability of data collected and methods used are legitimised.

3.2.1 Research Design

Bless and Higson-Smith (1995) defined research design as the planning of a scientific research from the first to the last step. It is a programme to guide the researcher in collecting, analysing and interpreting observed facts. Carriger (2000) saw research design as a strategy, a plan and a structure of conducting a research project. Neuman (2000) considered a research design as the arrangement of conditions for collecting and analysing data in a manner that aims to combine economy in procedure. In addition, Neuman (2000) further indicated that the research design is a plan that will be applied during the investigation in order to answer research questions and aims at trying to ensure that answers to questions are accurate. Kruger and Welman (2000) defined research design as the plan, according to which researchers obtain research participants and collect information from them. This research concerns itself with a qualitative research design. Qualitative designs are characterised by data-collection methods and techniques such as surveys, questionnaires and interviews (Du Plooy, 2001). Data analysis for qualitative designs is usually characterised by content analysis whereby written or verbal responses are systematically analysed after being collected.

The purpose of this research is to reflect on the research approach used, to understand the guiding principles, on which the research techniques were based. The process of research concerns not just methods, but also the underlying methodology, philosophy of social

research, in terms of which the basic assumption and criteria underlying research are framed (Bailey, 1982).

There are two main types of research, which are qualitative and quantitative. Bryman and Burgess (1999) defined qualitative research as essentially an exploratory and unpredictable way of conducting social investigation, while quantitative research is depicted useful as a means of eliciting hunches and hypothesis which can be tested more rigorously. In quantitative research the researcher's contact with the people studied is non-existent, due to the use of some methods associated with the research. Qualitative research entails a much more sustained contact especially when participant observation is the central method.

Strauss and Corbin (1998) defined qualitative research as any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification. Henning (2003) defined qualitative research as research that uses interviews, observations and group discussions to explore and understand the attitudes, opinions, feelings and behaviour of individuals or groups. Furthermore qualitative methodologies allow the researcher to interact with people personally and see them as they are, to experience their daily struggles when confronted with real life situations. This enables the researcher to interpret and describe actions of people.

3.2.2 Population

Brynard and Hanekom (1997) argued that for the purpose of sampling, "population" does not refer to the population of a country but to objects, subjects, phenomena, cases, events or activities, that is all the objects, subjects, events, phenomena, activities or cases which the researcher wishes to research in order to establish new knowledge.

In the context of this study, Capricorn District Municipality comprises a departmentalisation system which is divided into six directorates namely Strategic Support Services, Finance, Corporate Services, Development, Planning and Environmental Services (DPEMS), Infrastructure and Community Services. The population being researched consisted of employees at all levels within these different directorates. The population of this research is all employees of the Capricorn District Municipality that is five-hundred and forty (540) employees.

3.2.3 Sampling

Sarantakos (2000) stated that sampling is also utilised in qualitative research, albeit less structured, less quantitative and less strictly applied than in the case of quantitative research. The reason for this can be linked to a considerable degree, to the methods of qualitative data collection that is observation and interviewing. Sarantakos (2000) stated that in qualitative research sampling occurs to establish the circumstances of the study clearly and directly. Thus the sampling is undertaken after actual investigations have commenced. A sample should be representative of the large group (population) and should include elements of the population (Brynard and Hanekom, 1997). Seaberg (1988) argued that a probability sample is one in which each person or other sampling unit in the population has the same known probability of being selected to participate in the study as respondents.

A sample was decided upon based on information of the total number of employees in Capricorn District Municipality as obtained from Human Resource Office, which falls under Corporate Services Directorate. As earlier indicated, the number of employees for Capricorn District Municipality is five-hundred and forty (540). A percentage of 10% of the actual population was decided upon. The sample size will be representative of the population from management to general workers. According to Marshall and Rossman (1995) the sample size must deem representative enough in order to warrant a fair reflection of the views of the community.

The researcher visited various offices of the Capricorn District Municipality to interview officials and study municipal documents using primary data. The unit of analysis was therefore the communication strategy in Capricorn District Municipality as represented by its official documents and municipal employees in their various capacities.

Brynard and Hanekom (1997) argued that a sample of a population is used to simplify the research. That is, it is easier to study a representative sample of a population than to study the entire population because it saves time as studying an entire population could be time-consuming, especially if the population is very large or distributed over a large geographical area.

3.3 DATA COLLECTION

Creswell (1998) asserted that data collection in a qualitative research is a “zigzag” process which may include gathering information and analysing data. The study involved collecting

data from employees of Capricorn District Municipality using semi-structured interviews and document analysis as the main data collection methods. From the five hundred and forty (540) persons employed by the Capricorn District Municipality, fifty-four (54) employees were sampled. The sample included senior managers, managers, operational employees and general assistants. The representation of the identified levels will be as follows:

Senior management : two (2)

Middle management : ten (10)

Operational employees : forty-two (42)

3.3.1 Interviews

The qualitative research interview seeks to describe the meaning of central themes in the live world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say (Kvale, 1996). McNamara (1999) defined interviews as particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, for example to further investigate their responses.

Clark and Sartorius (2004) argued that interviews are qualitative, in depth and a semi-structured procedure of conducting research. An interview involves mutual sharing of experience. A researcher might share his/her background to create trust and encourage the informant to open up, but does not force answers or use leading questions. Mouton and Marais (1996) posited that the aim of the qualitative interview is to provide a framework for the subject to speak freely and in his/her own terms about a set of concerns, which the researcher brings to the interaction. The semi-structured interviews were done in the form of one-on-one discussion. Appointments with different participants were made to ensure their full participation.

At each appointment, interviews were conducted. The purpose of the interviews was to determine the challenges regarding the implementation of communications strategy in Capricorn District Municipality in line with the research problem of this study.

3.3.2 Document study

The review of documents is an unobtrusive method, rich in portraying the values of participants under study. The minutes of meetings, formal letters and policy statements are useful in developing an understanding of the setting or group studied. Patton (2000) argued that the documents consist of public and private records that qualitative researchers obtain, they can include newsletters, minutes of meetings and submissions. Patton (2000) mentioned the advantage and disadvantage of document study should be considered.

- **Advantage of document study:** the documents are readily available for analysis without necessary transcription that requires observational or interview data.

- **Disadvantages of document study**

- The documents are sometimes difficult to locate and obtain
- Information may not be available for the general public
- Information may be located in distant archives, requiring the researcher to travel, which takes time and can be expensive
- Documents may be incomplete, inauthentic or inaccurate.

For the document study of Capricorn District Municipality the documents that were studied included approved memoranda, magazines and minutes of meetings.

3.4 SUMMARY

In this chapter, the research design and methodology were explained. The interviews and the study of official documents were selected as primary method of data collection. The findings emanating from interviews and the study of documents are discussed in the next chapter.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

The previous chapter was on research design and methodology and this chapter presents the analysis, interpretation and discussions of findings about the data collected for the study on the implementation of the Communication Strategy in Capricorn District Municipality. The data was collected by means of interviews and document study. In this chapter, a presentation of data analysis and interpretation is done. This chapter serves as a culmination of the content of research design and methodology of this study.

4.2. Analysis and interpretation of data

A letter was written to the Accounting Officer of the Capricorn District Municipality requesting permission to interview employees, councillors and traditional leaders forming the sample of the study. The request was approved. However main limitation the councillors and traditional leaders did not want to participate in interviews after the purpose of the study was explained to them. Their reasons were that the topic under study is more of an administration matter and that they do not want to be interpreted as misrepresenting the municipality. The interview was then limited to the municipal officials. The ethical considerations were explained and it was emphasised that informed consent and confidentiality will be adhered to.

Out of the fifty-four sampled employees, forty-nine (49) employees participated in the interviews and five (5) did not agree to take part in the interview after the purpose of the research was explained to them. The findings of the research will relate to the responses given by the forty-nine (49) respondents.

For the analysis of official documents, the memoranda for internal and external correspondence were used from secretaries of all directorates in the municipality also the newsletters and minutes of meetings were reviewed.

4.2.1 Gender of respondents

Out of forty-nine (49) respondents, twenty were males and twenty-nine were females. This is tabulated in Table 1 below.

Table 1: Gender distribution of respondents

Employee positions	Senior manager	Middle manager	Operational employees	Total	Percentage %
Male	1	3	12	16	33%
Female	0	3	30	33	67%

Table 1 above indicates a composition of respondents with women (67%) making a greater number than men (33%)

4.2.2 Age of respondents

Table 2: Age of respondents

Employee positions	Senior manager	Middle manager	Operational employees	Total	Percentage %
25-35	0	1	12	13	27%
36-46	1	5	22	28	57%
47-60	0	0	8	8	16%

Table 2 indicates that the majority of respondents (57%) who participated in this research were between the ages of 36 and 46 years. The second highest respondents (27%) were between the ages of 25 and 35 years and other respondents (16%) were between the ages of 47 and 60 years. The majority of people in the two categories, that is age group 25-35 and age group 36-46 can read and write without problems as such it suggests that the respondents did not experience challenges in understanding and interpreting the interview questions.

4.3 Findings of the study

There were fourteen (14) prepared research questions. In analysing the responses provided by the sample, the responses will be discussed as provided in each question.

According to the Municipal Systems Act, (Act 32 of 2000) a municipality must communicate to its community, information concerning the availability of mechanisms, processes and procedures to encourage and facilitate community participation. The Municipal Systems Act further states that when the municipality needs to notify the community, it must be done

through the media in the local newspapers of its area, in radio broadcast covering the area of the municipality, and on the municipal website.

The analysis and interpretation of data collected during the interview is as follow:

4.3.1 Analysis of the interview

Fourteen interview questions and responses received from the respondents are outlined and analysed as follows:

Question 1

What is communication strategy?

The majority of the respondents (98%) did not know what communication strategy represents mainly those at management position (2%) indicated an understanding of what communication strategy entails. They have mentioned that communication strategy is a plan used to guide the municipality's internal and external communication with an aim to improving its relationships, performance, image and to enhance the service delivery mandate. The majority of respondents explained that they never used communications strategy that the strategy is used at management level and they do not know what it is.

Question 2

What is the purpose of a communication strategy?

When asked about the purpose of a communication strategy, (84%) of the sample understood the purpose of a communication strategy as to assist the municipality communicate internally and externally with its audience. However (16%) of the respondents mainly in the operational level indicated a lack of any understanding of the purpose of a communication strategy. They mentioned that the municipality's activities or events are not communicated well and that all the municipality's activities are known by management.

Question 3

How effective is internal communication?

When asked about the effectiveness of internal communication, (90%) of respondents indicated that internal communication is not effective and not open to operational employees. It appears that mainly management have access to information of the municipality and do not

regularly communicate it to their subordinates using proper communication channels. 10% of respondents are happy about channels of internal communication. The study of Schaap (2006) shows that over 38% of the senior-level leaders do not communicate their institutional direction and business strategy to their subordinates. Schaap's study is collaborated by the findings at Capricorn District Municipality.

Question 4

How are resolutions taken by management communicated to employees at all levels?

All respondents (100%) mentioned that resolutions taken at management level are often not formally communicated to employees at lower levels. Information is mainly accessible to management, resolutions are heard as rumours and information is often distorted. The departmental and staff meetings are not held regularly and are not taken serious as an internal tool of communication.

Question 5

How does the Municipality communicate with employees?

All respondents (100%) indicated that the Municipality communicates with employees through an e-mail system. These emails are mainly one way (top-down) which are not open for discussion, that is, they do not allow any inputs, questions or clarification seeking. Such communiqué are forwarded as instructions. General workers do not have access to emails; therefore information does not reach all employees as expected. In this regard, there could be negative effects in the implementation of a communication strategy.

Question 6

How does the Municipality communicate with external stakeholders on service delivery?

All respondents (100%) are aware that the municipality communicates with external stakeholders on service delivery through IDP consultations, public participation programmes, council and annual report public hearing meetings. Some respondents indicated that the IDP and annual report documents are not summarised and are not translated into other languages used in the district. In this regard, consultations may not be transparent, therefore limiting maximum contributions of the stakeholders for a better communication strategy.

Question 7

How is feedback given to external stakeholders?

All respondents (100%) mentioned that feedback is not formally provided to external stakeholders. The majority of the respondents indicated that consultation meetings held with different stakeholders are mainly for compliance reasons and not for substantial consideration by management. The inputs made and questions raised by the public during such meetings are recorded but there is no feedback provided back. However (6%) of the respondents regard these meetings as meaningful and that feedback is provided during IDP consultations.

Question 8

Which other tools does the Municipality use to communicate with its target audience?

24% of the respondents highlighted that mainly the print media (newspapers) and broadcasting (radio) are used appropriately to publicise the municipality's activities and notices but (76%) mentioned that the municipality's activities and notices are publicised too late, usually one to two days prior to the activity and question how the municipality expects to reach the target audience in such a short time? 90% of respondents mentioned that the municipality also has a newsletter which is produced internally. The internal newsletter is produced every month and the external newsletter is produced quarterly. The challenge is that these newsletter is in English only and as such it does not accommodate non-English speaking groups in the district. The external newsletter which is published quarterly is distributed to all local municipalities in the district for information dissemination.

Question 9

Is the use of the Municipality's logo and letterhead consistent?

The majority of the respondents (84%) mentioned that the use of the Municipality's logo and letterhead is consistent and (16%) mentioned that the use of the municipality's logo and letterhead is inconsistent because different letterheads are used. The (16%) respondents added that changes are often made to the letterhead without any consultation with employees and employees are notified of changes only through emails that instruct application of these changes.

Question 10

How does the Municipality deal with reported service delivery concerns or challenges?

In responding to this question (71%) of the respondents mentioned that they are aware that service delivery concerns or challenges reported to the Municipality but they do not know how they are resolved. 29% mentioned that service delivery challenges are reported to the office of the Executive Mayor and are attended to during IDP consultation meetings.

Question 11

How are Municipality's events managed?

The majority of the respondents (76%) indicated that each directorate is expected to manage its own events and the communications section is only responsible for photography, branding and story writing for the internal newsletter. 24% indicated that the management of municipal events can be centralised to the communications section to ensure proper planning for successful events. These respondents further raised a concern that the employees are not notified about all events happening in the Municipality.

Question 12

Whether a Municipality has an approved institutional calendar?

All respondents (100%) mentioned that they do not know of an approved institutional calendar. The respondents mentioned that at the beginning of each year, a meeting is coordinated to develop an institutional calendar. All the departments within the municipality are consulted to verify as to which event must be included in the institutional calendar. The institutional calendar is developed and in most cases it is not inclusive of all key Municipalities' events.

Question 13

How effective is the usage of the website to inform the public about the municipality?

All respondents (100%) agreed that the website is active but their concern is that the website is not regularly updated with new information and as such it does not provide current news and activities of the municipality in relation to the services it provides to the public. In this

regard, communication is often out of date and serves little purpose to assist both its internal and external customers.

Question 14

What effect does the non implementation of the communication strategy have on the achievement of the municipality's objectives?

All respondents (100%) indicated that when the communication strategy is not implemented, the internal and external communication will not be effective, positive image of the municipality will not be built and the use of media is not timely to reach the target audience. The municipality's objectives will not be achieved.

The analysis of the official document study follows.

4.3.2 Analysis of official documents

A sample of memoranda of all directorates was studied from the secretary's desks and the findings were as follows:

- The format of writing internal and external correspondence is not uniform. There is no standard internal format of correspondence; for example, the correct format for internal memo normally starts with the purpose, background, financial implications, legal implications, recommendations and signatories. Although officials do not use it, their submissions are nevertheless approved.
- Different letterheads are used; and as long as the municipality's logo is there, it is regarded as a letterhead. There is no standard letterhead.
- There is no standard and formal font used for writing official documents. Different fonts are used when writing official documents and correspondence.
- Different attendance registers are used. There is no standard approved attendance register used for meetings. There is an attendance register used which requests a person to complete his or her name, institution, contact details, signature, gender, age group and whether he or she is disabled or not whilst another register which only requires a person to complete her/ his name, institution, contact details and signature only.

- The format of minute writing of meetings is different: there is no uniform and approved format of writing minutes. Some officials use a template form whereas some use a narrative format.

My interpretation to the communication strategy in regard to official documents is that the communication strategy at Capricorn District Municipality is not implemented successfully because it does not enforce the standard and uniform usage of letterheads, attendance registers, writing of internal and external correspondences and format of writing meetings minutes.

4.4. SUMMARY

The general conclusion that can be made based on the analysis of the data as supplied by the respondent employees and the documents studied is that the communication strategy in the Capricorn District Municipality is not successfully implemented and information is disseminated inadequately to internal and external stakeholders. Conclusion and recommendations will be undertaken in the next chapter.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

In the previous chapters the focus was to assess the implementation of the communication strategy in the Capricorn District Municipality. It is clear that there are gaps in the implementation of the strategy. Such gaps compromise the employees on internal relations with the employer and the public on service delivery. The purpose of this chapter is to provide conclusions of the research and suggest recommendations for further analysis. The conclusions are discussed as per stated objectives in Chapter 1.

5.2 CONCLUSIONS AS PER STATED OBJECTIVES

5.2.1 Objective 1: to understand what is entailed by a communication strategy within Capricorn District Municipality

The chapter two (2) on a literature review provided a discussion on domain areas of communication strategy such as internal and external communication, media relations, institutional image building, stakeholder relations, and advertising and customer services. The Municipal Systems Act 2000 creates conditions for communities to partake in the affairs of the municipality. A communication strategy is important to enable the municipality to communicate effectively and efficiently both internally and externally to develop messages that are understood by the municipality by the municipality's constituency, to improve the municipality's capacity to market itself, its services and build a positive image of the municipality. It also helps the municipality to respond adequately and appropriately to and ensure that the right communication methods and media are employed to deliver the messages to the target audience.

5.2.2 Objective 2: to establish an understanding of the communication strategy by employees of the Capricorn District Municipality

Chapter four (4) of the research focused on data presentation and analysis. Question 1 and 2 of the research interview question established that most respondents understand the purpose of the communication strategy as to assist the municipality to communicate with its audience internally and externally. There were those respondents who were uncertain about what communication strategy entails. It is evident that most employees of Capricorn District

Municipality understand communication strategy. It is therefore necessary for the municipality to ensure that its strategic documents are accessible and understood by all employees not management only.

5.2.3 Objective 3: to investigate the effectiveness of communication between the municipality and its internal and external stakeholders

Chapter four (4) of the research focused on data presentation and analysis. Questions 3, 6 and 7 of the research interview question that were asked to the respondents were on the effectiveness of communication between the municipality and its stakeholders both internal and external. From the responses received, it is clear that communication between the municipality and its stakeholders is not effective. With internal communication, information is not available to all employees. In the municipality, not all in the information is communicated down the line to subordinates; for example, the resolutions taken at management meetings are often not communicated to subordinates. Mainly the echelon management have access to municipal information. According to responses provided about external communication, communication is there with external stakeholders but not effective.

5.2.4 Objective 4: to describe the effectiveness of communication tools used by the municipality to deliver messages and information to target audience

Questions 6 and 8 of the interview questions were on ways the municipality communicate with the external audience. The responses received indicated that the municipality uses the IDP consultation, public participation programmes, public hearing meetings, media (radio and newspaper adverts) and newsletters to liaise with external stakeholders. The respondents highlighted three challenges experience with these communication tools of reaching the target audience. The first challenge is with the identified meetings, often there is no feedback given to the public on inputs or concerns raised and the documents discussed are not summarised and are in English. The second challenge is with the use of media, the respondents highlighted that municipality's events and programmes are often publicised too late. The third challenge is with the newsletters produced. There are two types of newsletters that is internal newsletter that is produced monthly and external newsletter that is produced quarterly. Both the newsletters are in English and they disadvantage people who cannot understand the language. The responses provided indicate that the municipality has communication tools that are not utilised effectively to reach the target audience.

The recommendations will follow.

5.3 RECOMMENDATIONS

Based on the issues raised during the data collection, the following recommendations are made:

5.3.1 To introduce monthly directorates meetings

The municipality has six directorates and each is constituted of subsections. It is important that each directorate meets regularly (for example: on a monthly basis) in order to share their plans and see how to integrate those plans to avoid duplication of activities to the public from the same directorate. The meetings could assist to verify if the directorate's plans and activities are aligned to the municipality's plans and strategies. The meeting can also be used for information sharing amongst employees of different levels. This will improve internal communication and employees would understand how they should contribute to the achievement of institutional goals.

5.3.2 To introduce quarterly staff meetings

The staff meeting should be attended by all employees of Capricorn District Municipality. Such a meeting should provide the following:

- The meeting to be chaired by the municipal manager as the accounting officer of the municipality.
- Failure to attend the meeting, a formal written apology to be submitted a day before the date of the meeting (to apply to all employees, irrespective of the position one holds).
- The minutes of previous meeting to be available and disseminated to all employees at least three days before the meeting.
- Quarterly reports from each directorate to be presented by the Executive Manager and allow interrogation of the report by other employees.
- Slot on the agenda to allow employees to raise anything that may negatively or positively affect them in the workplace environment.

- The managers who will be given responsibilities must be able to provide constructive feedback in the next meeting.
- The meeting should also share with all employees the resolutions taken in monthly management meetings because not every employee is part of management. This will allow employees to be informed of developments and municipal plans as well as how they could jointly contribute effectively.

These recommendations will ensure that all employees are informed of what is happening in the institution and will be aware of management resolutions and how they affect them as individuals.

5.3.3 To empower staff with municipal information

The role of officials in shaping the public perceptions about the municipality needs to be recognised. This demands improvement in the internal communication, to empower staff with information to enable them to become true ambassadors of the municipality. Knowledge of the municipality's policies, programmes and implementation will further enhance communication. This recommendation will ensure that employees are empowered with information, to ensure that they are able to address the public on municipal issues.

5.3.4 To monitor and improve internal communication

It is important to regularly update notice boards with new information. The employer should ensure that all offices are equipped with working tools, for example computers. It is recommended to have a suggestions box where employees can drop-in their concerns being anonymous. The suggestions received through suggestion box should be discussed during staff meeting and some suggestions do not have to wait for a quarterly staff meeting but be attended to, by the customer clerk who is in communications section. The sending out of emails to all employees on anything should be centralised to communications section. This recommendation will ensure that all employees can access information and that internal raised concerns are attended to immediately and feedback is given.

5.3.5 To develop service standards for advertising municipal activities

The service standards for advertising are important because this will ensure that municipal events and notices are publicised on time for the target audience. This will allow satisfactory participation of the public in municipal programmes.

5.3.6 To build a common image identity for the municipality

The municipality should develop a public institution manual that shall provide guidance in logo application, branding, use of formal letterhead and font when writing official documents. A clear municipal identity shall be promoted to assist the public in recognising, accessing and assessing the municipal services.

5.3.7 To provide feedback to the citizens of the district

On a quarterly basis the municipality involves the communities in public participation programmes. It is recommended that feedback for such sessions be given to the public. Feedback will let the public acknowledge that their service delivery concerns are noted and attended to, that the public participation programme is not just a talk show.

5.3.8 To develop guidelines for resolving reported service delivery concerns/ challenges

It is important for the municipality to develop guidelines with special thrust on the time frame within which the municipality should respond to formal submissions of grievances by individuals or organised groups.

5.3.9 To develop and maintain relationship with external stakeholders

The municipality should develop a database of external stakeholders, for example, media, academic and financial institutions, business, sector departments, parastatals, NGOs and CBOs and traditional leaders. It is important to also develop a schedule of quarterly meetings with these stakeholders to discuss plans and programmes of the municipality for each financial year. The consultations with external stakeholders should not only be during the presentation of the IDP and annual reports.

5.3.10 To improve communication approaches

The internal and external newsletter and information brochures are often used to support the promotion of information in the entire district. It is recommended that the municipality generate publicity information in languages that are used and understood by the communities within its District. It is also important for the municipality to summarise official extensive documents when undertaking public consultations with the communities.

5.3.11 To regularly update the website

The municipality's website has to be regularly updated because it is accessible to different stakeholders in different locations. The website should be able to profile current information about the municipality for example policies, annual reports, advertised tenders and vacancies, events, political and administration leadership and the institutional calendar. It is an active tool that can be used to market the municipality nationally and internationally.

5.3.12 To centralise events management

The municipality should have all events centralised to the communication section to ensure proper planning, implementation and post evaluation of the events and also to ensure that protocol is adhered to during various municipal events. When events are centralised to communication section it will be the section's responsibility to develop an institutional calendar that is inclusive of all municipal events in a financial year and ensure that the calendar is approved by the municipal council for enforcement.

5.4 CONCLUDING REMARKS

The above-mentioned recommendations are an indication that the communication strategy is not implemented successfully in the Capricorn District Municipality as such these recommendations can be taken into consideration to improve with the implementation of the strategy.

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LEGISLATIONS

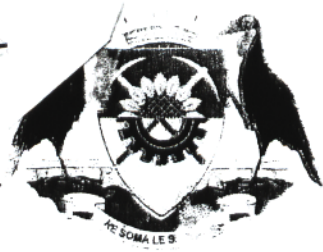
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LIST OF APPENDICES



CAPRICORN

DISTRICT MUNICIPALITY

INTERNAL MEMO: EXECUTIVE MANAGEMENT

Date : 20 October 2011

Memo Ref: 10/1/6

SUBMISSION

TO : MUNICIPAL MANAGER
FROM : HEAD: STAKEHOLDER RELATIONS AND EVENTS MANAGEMENT
DATE : 20 OCTOBER 2011
SUBJECT : REQUEST TO CONDUCT INTERVIEWS FOR MINI DISSERTATION WITHIN CDM

PURPOSE

The purpose of this submission is to request approval to conduct interviews for the mini-dissertation in Capricorn District Municipality.

BACKGROUND

- I am enrolled for Master of Public Administration (MPA) with the University of Limpopo, second year level. As part of the curriculum, I am expected to complete a mini-dissertation. The topic for the mini-dissertation is "Challenges in the implementation of the Communication Strategy in Capricorn District Municipality in Limpopo Province".
- For data collection method, I'll use interviews and document studies. For interviews, the sample size is 54 and is constituted as follows:
 - Employees (at all levels) : 44
 - Councillors : 05
 - Traditional leaders : 05
- The standardized, open-ended and semi-structured interviews will be used. Such standardized and open-ended questions are to be asked to all interviewees. The semi-structured interview is flexible, allows new questions to be brought up during the interview as a result of what the interviewee says.
- The document studies will be done using secondary data. The sources of secondary data that will be used are organisation's records focusing on the consistency in corporate image building and customer care (response to reported service delivery matters).

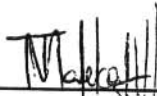
FINANCIAL IMPLICATIONS

None

RECOMMENDATION

- That the submission be approved to allow commencement of data collection for the mini-dissertation.

Recommended/ ~~Not Recommended~~



Tsholofelo Maleka

Head: Stakeholder Relations and Events Management

20/10/2011

Date:

Recommended/ ~~Not Recommended~~



Jabu Masondo

Communications Manager

20/10/2011

Date:

Recommended/ ~~Not Recommended~~



Zakhele Kganakga

Deputy Manager: Training and Development

21/10/2011

Date:



~~Recommended/ Not Recommended~~

Outcomes should be shared with the leadership of the Municipality as it might be useful for improvement purpose,



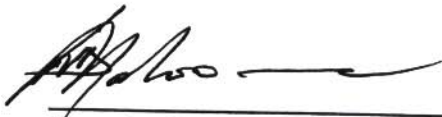
Justice Rathupetsane

Acting Senior Manager: Executive Management

21/10/2011

Date:

Approved Not Approved



Ngoako Molokomme
Municipal Manager

20/10/2011
Date:

APPENDIX 2: INTERVIEW QUESTIONS

INTERVIEW QUESTIONS

1. What is communication strategy?
2. What is the purpose of communication strategy?
3. How effective is internal communication?
4. How are resolutions taken by management communicated to employees at all levels?
5. How does the Municipality communicate with employees?
6. How does the Municipality communicate with external stakeholders on service delivery issues?
7. How is feedback given to external stakeholders?
8. Which other tools of communication does the Municipality use to communicate with its target audience?
9. Is the use of Municipality's logo and letterhead consistent?
10. How does the Municipality deal with reported service delivery challenges or concerns?
11. How are Municipality's events managed?
12. Whether the Municipality has an approved institutional calendar?
13. How effective is the usage of the website to inform the public about the Municipality?
14. What effects does the non implementation of communication strategy has on the achievement of the Municipality's objectives?

APPENDIX 3: LETTER FROM THE EDITOR

Revd. Dr. Lutz Ackermann
(Independent Researcher)

198 Berrymead Avenue
Mondeor, 2091

Tel: +27 72 3487010
e-mail: DRLA4 @ directbox.com

10 July 2013

TO WHOM IT MAY CONCERN

This is to confirm, that I, Dr Lutz Ackermann, have read the Research Mini-Dissertation entitled

“The implementation of the Communication Strategy in Capricorn District Municipality”

by Mrs **Tsholofelo Maleka**

(student number 9315161) and that I am satisfied with the quality of work she has produced in terms of structuring the document, in terms of style, grammar and spelling. Suggestions for suitable corrections and improvements have been made to the candidate.


(Revd Dr Lutz Ackermann, Mondeor)