

**THE EFFECTIVENESS OF STATE OF THE PROVINCE ADDRESS (SOPA) AS A PUBLIC  
COMMUNICATION CAMPAIGN IN LIMPOPO PROVINCE, SOUTH AFRICA**

**By**

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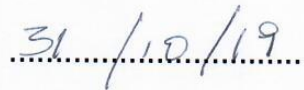
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The effectiveness of State of the Province Address (SOPA) as a public communication campaign in Limpopo, South Africa.

I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.



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## ABSTRACT

The dawn of democracy in South Africa ushered an increasing need for government to interact with the citizens. This study assesses the use of the state of the province address (SOPA) as a communication platform to keep the citizens abreast of the government programmes and deliverables in Limpopo province, South Africa. SOPA is broadcasted mainly from the legislature whilst the communities can view the proceedings in identified public viewing areas. Since SOPA's inception, there is limited academic studies conducted on the effectiveness of SOPA in general and public viewing areas in particular. To fill this paucity of research, this study reviewed the government communication strategy with specific reference to government communication and information systems (GCIS) which emphasises on the need for government to interact with stakeholders at all levels. Using communication effectiveness and stakeholder theories (also called Izimbizo), this study evaluated the planning process of SOPA and citizens' views on the effectiveness of the public viewing areas.

In-depth interviews and survey were conducted with campaign planners and Mokwawaila citizens respectively. Data was analysed using thematic analysis for interviews and descriptive statistics for survey. This study found that the internal planning process of the campaign (SOPA) is accordingly linked to the strategic objectives of the province, but inadequate funding hinders the longevity of the campaign. It is also this study's finding that whilst citizens found SOPA to be effective they however feel that government does not do enough to source feedback after the campaign. This study recommends that there could be an exploration of the new media utility to produce more awareness about the campaign in order to accommodate audience that do not use radio and newspapers. The implications on campaign planners is that they should conduct feedback to improve public participation in future government programmes.

Key words: public communication campaign, Izimbizo model, government communication, effective communication, stakeholder, organisational effectiveness, internal planning process, communication and campaign effectiveness, awareness, feedback and citizen participation.

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# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

Research is replete with the findings that public communication campaigns are run by government to deliver specific policy messages to the stakeholders in order to influence, persuade and inform the public (Chaka, 2014; Rensburg & Cant, 2009). In other words, good stakeholder relations are dependent on governments' abilities to conduct informative public communication campaigns that influence public opinion. These campaigns provide strategic efforts and platforms to influence stakeholders within a predetermined and defined period (Chaka 2014). Their outcomes include significant changes in public's attitudes, behaviour, and action or belief system of the target publics (Rensburg & Cant, 2009). Among other channels, the campaigns are presented through Izimbizo tailored to deliver policy messages to the stakeholders in line with the set organisational objectives (Communication Approach 2014). Izimbizo is a Zulu plural of Imbizo which is an unmediated, face to face communication platform. Izimbizo reflect traditional way to govern, administer, and communicate with constituencies.

Pandey and Garnett (2006) examined the public sector communication performance and recommended that public sector must prioritise external communication performance as it is characterised by greater challenges than internal ones. Institutions like the Legislature endeavor to achieve their constitutional obligation by including the public in their decision making process. Public communication campaign takes many forms such as outreach forums, meetings, dialogues and media (Rice & Atkin, 2013). Therefore, public communication campaign in the context of this study refers to the use of public outreach events organised purposefully to inform and empower citizens with information about government programmes. The South African government employs a range of strategies that include the State of the Nation Address (SONA), the State of the Province Address (SOPA) and the State of the Municipality Address (SOMA). SOPAs are conducted annually in each of the nine provinces. However, very little is empirically known about the effectiveness of these addresses to inform and persuade the public. Therefore, there is a need to evaluate the degree to which these SONA, SOPA and SOMA campaigns achieve targeted goals. Against this backdrop, this study focuses on the State of the Province (SOPA) public viewing as one of the current strategies used by the Limpopo Legislature to interact with its stakeholders, particularly local communities.

## 1.2 CONTEXTUALISATION OF THE PROBLEM

A healthy relationship with stakeholders is critically important in government communication for the purposes of imparting information about the government policies and programmes (Gelders & Ihlen 2010). Nardkani and D'Souza (2015) propose that organisation should foster good relations with their stakeholders in order to acquire inputs and to meaningfully engage with them. This means that a legitimate process of creating mutual understanding and harmony between organisations and stakeholders enables proper articulation of public programmes (Mundy, 2013). In pursuit of the effective facilitation of public involvement in the legislative and government processes, the Parliament conducts a State of the Nation Address (SONA) wherein the President presents yearly government programmes that outline service delivery matters. Legislatures do the same in the provinces through the SOPA, and the municipalities follow by conducting State of the Municipality Address (SOMA). In this way, the SONA, SOPA and SOMA enable the citizens to relate with the annual programmes of the government.

In order to increase access to government programme information, the Limpopo Legislature has established an external communication mechanism in a form of SOPA public viewing areas. The citizens are provided with an opportunity to interact with the deployed public representatives regarding the proceedings during the day. The aim of the SOPA public viewing being to enhance the government's efforts to express and articulate government policies and direction (Heinze, Schneider & Ferie 2013). The purpose of SOPA public viewing is to afford people an opportunity to hear and get involved in the annual programmes of the government as presented by the Premier who is the head of government in Limpopo. Annually, the Limpopo Legislature hosts various public viewing campaigns by mounting big screens to beam the activities at the Legislature live as a form of public engagement that is geared towards deepening democracy.

Whereas there are public screens that provide access to the SOPA communication in the rural areas, the effectiveness of this communication strategy in relaying the programme messages to the local communities is unknown to date. There is therefore a need to explore this campaign in order to analyse its effectiveness in enhancing public participation. The success of the SOPA requires public involvement and participation of a variety of stakeholders. The citizens of Mkwakwaila who reside far from the Legislature chambers form part of the SOPA stakeholders. The direct engagement is enhanced by the deployment of public representatives in those public viewing areas to interact with the citizens by providing clarity and taking inputs regarding the speech of the Premier. The issues raised by the Premier are then debated by political parties

represented in the House. Due to gaps in the body of knowledge in the field, it is envisaged that the result of the current study fill-in the gap and push boundaries of knowledge on the effectiveness of public campaigns notion. The practical significance of the study is that the results may be used to guide provincial legislatures on strategies to improve public communication campaign, and to come up with interventions for effective communication with stakeholders in secluded areas.

### **1.3 OVERVIEW OF THE LIMPOPO LEGISLATURE AND MOKWAKWAILA VILLAGE**

The Constitution of the Republic of South Africa provides for the three arms of the State: the Parliament, Executive and the Judiciary. Chapter four of the constitution of the Republic of South Africa (South Africa 1996:21) confers legislative powers to the Parliament whose mandate is to pass laws, hold the Executive accountable and conduct public participation. The same powers are similarly vested in the Legislatures in various provinces as firmly asserted in Chapter Six of the Constitution and in the local government as stated in Chapter Seven of the Constitution (South Africa 1996: s 104). The Executive arm of the State is articulated in Chapter Five of the Constitution, which entrusts the national government headed by the president, premiers in the provinces and mayors in the municipalities with the responsibility to deliver services to the people. The last arm of the State is Judiciary led by the Judge whose powers are vested in the courts (South Africa 1996: s 104). These arms of the State perform their functions independently from each other under the purview of the Constitution (Thornhill 2012). In terms of Chapter Three of the Constitution of the Republic of South Africa (1996:s 104), the three spheres of government which are national, provincial and local are not supposed to be hierarchical. Rather, they should be distinctive, interrelated and interdependent to bring cohesion in government activities.

Chapter Six of the Constitution clearly states that the provincial legislature must facilitate public engagement and involvement in the legislative and other processes (South Africa 1996:s104). The administration of the Legislature is led by the Secretary who is empowered to appoint staff and oversee administration in the Legislature. Whilst the political head is the Speaker who serves as a presiding officer.

Mokwakwaila Village, also known as Senakwe Village, is one of the biggest rural villages found in Modjadji area under Mopani District Municipality within the jurisdiction of the Greater Tzaneen Local Municipality. The population in Mokwakwaila has increased by 1.55% in 2018 from a population number of 26 604 00 in 2011(Statistics South Africa, 2018). It is located in the northern

part of Limpopo about 250 kilometres from the Limpopo Legislature where SOPA usually takes place. The citizens in the area form an important part of the disadvantaged public since they reside far from the traditional venue, Lebowakgomo where the SOPA takes place. The public viewing was done in areas such as Mutale in Vhembe district and Burgersfort in Sekhukhune district amongst others. However, the researcher had chosen Mokwakwaila Village since it is accessible for the researcher and require less resources to implement, otherwise it would be difficult for the researcher to cover the entire province. Importantly, the village is vast thus making it easier for the researcher to find participants.

## **1.4 PROBLEM STATEMENT**

The SOPA, as a public communication campaign, plays a critical role in facilitating and improving communication between the Legislature and its stakeholders. This is because of the tremendous need for the Limpopo Legislature to involve stakeholders/public/citizens in government programmes and in service-delivery. SOPA public viewing areas are used as an external communication mechanism to ensure that the disadvantaged citizens in the rural areas get informed. Only a few stakeholders are invited to SOPA due to the limited capacity of the venue which results in the exclusion of many stakeholders. Another limiting factor is that the majority of the citizens are unable to access the venue which is often far from their place of residence. This exclusionary practice is inconsistent with the prescripts of Chapter Six of the Constitution that states that the provincial Legislature must facilitate public engagement and involvement in the legislative and other processes (South Africa 1996:s104). To date, there is no empirical studies that have analysed the SOPA operations and effectiveness in executing the strategic functions to influence the public. In order to fill this research void, this study evaluates the effectiveness of the SOPA as a public communication campaign.

### **1.4.1 The Purpose of the study**

The purpose of this study is to analyse the effectiveness of the State of the Province Address (SOPA) as public communication campaign in Limpopo, South Africa.

## **1.5 OBJECTIVES OF THE RESEARCH**

The objective of the research is twofold, both exploratory and descriptive in order to provide a thorough depiction of the phenomena under investigation (Du Plooy 2009). The objectives for this study are as follows:

- To explore the internal planning process followed by the Limpopo Legislature campaign planners to ensure effective state of the province address.
- To explore the effectiveness of the state of the province address public viewing areas in relation to awareness, attendance and participation.
- To describe the effectiveness of public communication campaign as measured by the utility of citizen feedback.

### **1.5.1 Research Questions**

The study is underpinned by the following questions:

- What are the internal planning process followed by the Limpopo Legislature campaign in the planning of the state of the province address public viewing areas?
- How effective is the state of the province address public viewing areas as a public communication campaign in relation to awareness, attendance and participation?
- How effective is the public communication campaign as measured by the utility of feedback?

## **1.6 MOTIVATION OR THE SIGNIFICANCE OF THE STUDY**

The study has implications for effective communication strategies in Limpopo Province. First, its findings can be used to support the mission of the Legislature to strengthen, deepen and maintain democracy through effective and meaningful public participation of the citizens in the legislative programmes (Limpopo Legislature 2015). Secondly, the results of this study will contribute to the improvement of communication strategy and maintenance of a democratic society as enshrined in the Constitution. Phooko (2014) illuminates the idea of public participation by emphasising the need to facilitate public participation effectively and further warned of a series of court cases that challenges legislations and programmes that do not reflect the views of the people. Therefore, it is significant to conduct a study that can inform reviews of the SOPA public viewing systems. The recommendations generated from this study might help with up-skilling expertise on communication campaigns and improved public engagement with the stakeholders. This study will also contribute immensely towards closing the academic gap by providing discussion on public communication campaign phenomenon. Moreover, this study will explore indicators to measure campaign effectiveness that would further add to the body of knowledge in the field of public communication campaign. Most studies were done in the field of marketing campaigns with more focus on direct sales the campaign produces or return on investment, however less is being

done on public campaigns which are not necessarily commercial hence this case study focusing on Mokwakwaila Village.

### **Case Study Research**

A case study is a research method involving an up-close and detailed examination of particular case (George & Bennet 2004). The purpose of the case study being to describe a phenomenon and real-life context in which it occurred. In this case the public communication campaign phenomenon would be explored to understand the effectiveness of SOPA focusing on Mokwakwaila Village.

The following literature review provides theoretical views emanating from the scholarly work relating to the public communication campaigns.

## **1.7 PRELIMINARY LITERATURE REVIEW**

Literature reviewed provides an assessment of theoretical base carried out by scholars on the work relating to the research problem. This work includes theoretical work on organisational communication, stakeholder theory, public communication campaign and organisational, communication and campaign effectiveness.

### **1.7.1 External communication**

External communication is an important function within organisational communication framework serving to strategically inform, influence and persuade the stakeholders and trigger action around organisational matters. It is a dynamic process of exchanging meaningful messages that create a relationship between the organisation and the stakeholders (Skinner, Von Essen & Mersham 2004). Hence Toledano and Riches (2014) hinted that it is of critical importance for the organisation to build and maintain relationships with the stakeholders. It is a well-established finding that organisations that communicate properly are effective in helping citizens to evaluate their choices (Robbins, Judge, Odendaal & Roodt 2014). An organisation like the Legislature imparts messages through external communication channel such as outreach programme to stakeholders who act by way of feedback (Belch, Belch, Kerr & Powel 2012). Pandey and Garnett (2006) examined the public sector communication performance and recommended that public sector must prioritise external communication performance as it is characterised by greater challenges than internal ones. Government institutions like the Legislature endeavor to achieve

their constitutional obligation by including the public in their decision making process. Moreover, this would establish transparency and trust because a successful communication between citizens and the Legislature enhances the chances for an effective nature of governance (Heinze *et al* 2013). It is therefore crucial to regard stakeholder relationship as important in the running of public communication campaigns. The stakeholder theory is discussed in the following subsection to give meaning to stakeholder relationship.

The following are identified as some of the inherent factors that make communication difficult: (i), complex and possibly ineffective message (ii), the audience's interpretation of the message may vary (iii), the receiver's perception of the source/sender may have impact (iv), the medium used may affect ability to communicate, and (v), language may be a major barrier to effective communication. An effective government communication strategy emphasises the need for information quality to avoid messages that lack content resulting in poor comprehension by the citizens and subsequent weak government communication (Chen, Reginald<sup>1</sup>, Cheong, Xi & Angus<sup>2</sup> 2010). The information should be presented in a way that is clear and understandable to the citizenry in order to realise the desired communication outcomes. Of critical importance is for government communication to improve, strengthen and come up with innovative mechanisms to communicate better with its stakeholders as more and more citizens resort to friends and peers to gain and spread information regarding government programmes (Heinze, Schneider & Ferie 2013).

### **1.7.2 Public Communication Campaigns**

According to Chaka (2014:353), public communication campaigns are "strategic efforts that influence targeted publics in a predefined time frames". In South Africa, public communication campaigns are mostly run by government through Izimbizo under the realm of GCIS to deliver government policy messages to the stakeholders in order to achieve the set organisational objectives (Communication Approach 2014). Rensburg and Cant (2009) further observe that public communication campaign results in significant changes in public's attitudes, behaviour, and action or belief system because it gives exposure to a range of messages conveyed through communication means. This provides credence to explaining public communication campaign which takes many forms such as outreach forums, meetings, dialogues and media (Rice & Atkin 2013). Nierderdeppe (2014) also emphasises the distinct pathway from campaign exposure to behavior change. For Yee (2013) the objectives of a campaign are to inform, create awareness, persuade stakeholders and influence stakeholders to behave in a certain way. However, Eveland,



Shah and Kwak (2003) argue that mere exposure to campaign messages may not necessarily increase knowledge to the public if these messages are tailored to resolving socio-economic challenges such as employment and poverty as these do not impact on behavioural change.

One of the key success factors for campaigns is a clear plan developed to achieve set objectives. Diaz (2012) outlines the following six steps in planning public communication campaign which is also consistent with the Izimbizo model used by government. The first step is to analyse by assessing the potential audience, existing programmes, policies, resources, weaknesses and strengths. Lake (2016) notes that the planners should understand the needs of the target audience/stakeholders through situational analysis or environmental scanning. Environmental scanning is known for its effectiveness in enabling the campaign planners to craft proper campaign messages, and to further connect society and the organisation (Rensburg & Cant 2009).

The second step for effective campaign planning is to pre-plan and design by outlining the campaign's objectives, audience segments, select channel of communication and draw up action plan. Lake (2016) emphasises the need to properly define the market in order to properly prescribe the appropriate channel of communication. Chaka (2014) put more emphasis on campaign planners to consider proper communication model to make the campaign more relevant and participatory.

The third step is to develop, pre-test, revise and produce by developing message concepts and producing messages and materials. To this end, Rensburg and Cant (2009) assert that the campaign message must be explicit and unambiguously reflect the meaning of the content that is aimed at the targeted stakeholders. Implementation and management by mobilising important stakeholders, creating positive organisational climate, implementing the plan and monitoring the process of dissemination is the fourth step in effective campaign planning. It is worth noting that Rensburg and Cant (2009) warn that the stakeholders that are mainly "heterogeneous and geographically spread" may cause difficulties for the campaign. Against this backdrop, it is important to identify the stakeholders carefully to minimize challenges brought about by geographical spread and variety of stakeholder.

The fifth step on campaign planning is to monitor and evaluate by measuring the impact on audiences and determine how to improve future projects. According to Rensburg and Cant (2009), this is the stage wherein the effects and effectiveness of the campaign are evaluated. The

effects in this context refer to the consequences of a communication process as a result of the campaign's strategic decision of campaign exposure that has created a pathway that lead to behavior change (Nierderdeppe 2014). In addition, Hoffman (2012) posits that communication campaigns have serious effects on public opinion and social realities. However, these will differ according to context due to different geographic locations of the targeted people.

The final step to be followed in planning campaigns is to plan for continuity by coming up with an adjusting and continuity plan to deal with the changing environment. The plan will fundamentally be informed by the evaluation recommendations to guide way forward. Lake (2016) points out at the need for campaign planners to track the results of the campaign and consider modifying the original plan to keep up with the modern requirements and changes in the environment in which the organisation operates.

All the steps of planning campaigns are important for SOPA planners to consider in order to ensure effectiveness of the organisation, communication and campaign.

### **1.7.3 Organisational Effectiveness**

Organisational effectiveness refers to an organisation that is able to efficiently mobilise and guide resources towards mission fulfillment and goal achievement in the organisation (Heilman & Kennedy-Phillips, 2011). In the context of this study, organisational effectiveness refers to the ability of the Legislature to achieve its goal of running a successful SOPA, which manages to inform, influence and persuade the public regarding government programmes.

Pettaway, Nadkarni and D'sauza (2015) outlines four approaches to organisational effectiveness, which describe the effectiveness of the public communication campaign; namely, goal, systems, competing values and strategic constituency approaches.

The goal attainment approach is extensively used for organisational effectiveness and relate to when the organisation set clear goals that are specific, measurable and time bound. With regard to the systems approach to organisational effectiveness, it refers to when a clear connection exists between inputs and outputs. It is prevalent in organisations that depend on other stakeholders for resources to operate (Nadkarni & D'souza 2015). Systems approach confirms the inevitable importance of organisations to forge relationships with stakeholders as the two are inter-dependent, interconnected and reciprocal (Angelopulo & Barker, 2013). The competing

values approach posits that people within the organisation have differing goals which makes impossible for them to arrive at unanimity around common goals because of conflicting interests (Nadkarni & D'souza 2015). Papastefanou (2010) points out that the competing values approach is a proponent of conflict theory which argues that true consensus in society does not exist. It rather, emphasises that the society and organisational values and norms are those of the dominant groups and then imposed on the less privileged to gain advantage. The competing approach is largely influenced by Marxist view that exposes control, power and domination by capitalists, and that social reality is deemed historical and keeps on changing due to power based factors (Wagner, Kawulich & Garner, 2012).

The strategic constituencies approach assumes that the constituencies/stakeholders are central to the strategic objectives of the organisation, and that efforts should be deposited towards satisfying their demands or need (Nadkarni & D'souza, 2015). Eveland *et al* (2003) has hinted that socio-economic factors of the stakeholders should be considered as they speak to the psychological characteristics of human beings. The organisation needs to draft specific strategy or tailor-made interventions taking into consideration the socio-economic conditions of the stakeholders. A data base of the stakeholders with details of the stakeholders needs to be developed (Belch *et al* 2012). The systems approach is useful for this study because it advances the notion that seeks to forge relationship between the organisation and its stakeholders. A system approach advances the ideas of organisation and stakeholder relationship hence it is important for the Legislature to deliver regarding effectiveness of its communication and the campaigns.

### ***Communication and Campaign Effectiveness.***

Communication Effectiveness is a communication process in the organisation that enables the campaign to achieve the intended and expected outcome (Robbins, Judge, Odendaal & Roodt 2014). Therefore the achievement of outcomes that were intended in the campaign as indicated through the setting of objectives reflect campaign effectiveness. Bowler and Goliath 2015 advance that the effectiveness of public communication campaigns can be seen or experienced when a positive response is solicited from the stakeholders. The Watson and Noble (2007) indicators of a campaign cycle provides the basis at which the campaign effectiveness can be understood. The indicators are preparation/planning, implementation and evaluation. These indicators also resonate in Cutlip, Center and Broom (2006) evaluation model.

The preparation and planning stage entail the setting of campaign objectives and the message appropriateness and the quality of the message, the implementation stage entails the awareness, attendance and participation, whereas evaluation stage which is an impact stage according to Cutlip, Center and Broom (2006), refer to the solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans. According to Steyn and De Beer (2012), the incorporation of the views of the stakeholders is critical at the level of enterprise strategy as it leads to the organisation being trusted by its stakeholders. These indicators of campaign cycle are consistent with the assertion by Chaka (2014) which postulate that more emphasis on campaign planners to consider proper communication model to make the campaign more relevant. The discussion on Izimbizo model as a theoretical basis of the study would encapsulate all the elements of the campaign cycle. Furthermore in-depth discussion in the literature review on public communication campaign and organisational effectiveness will also make reflections on campaign effectiveness.

Communication Effectiveness is intractably linked to effective communication, which is two-way information process that facilitates and helps stakeholders to understand issues. According to Bowler and Goliath (2015), effective communication is realised when positive response is solicited from the receiver, when problems are solved, when employees are motivated, when clear instructions are given. In addition, Shabalala (2005:48) concludes that “how communication has been achieved will be determined by the degree to which receivers of the message comply with the intent of the communicators”. Hence Lombardo (2017) hints on the following important elements of effective communication: practical, factual, clear, concise, and persuasive. The literature review would also make reflection on effective communication.

## **1.8 RESEARCH METHODOLOGY**

In order to meet both the exploratory and descriptive objectives of the study, the researcher has opted for a mixed method approach to leverage on the complementary value of quantitative and qualitative designs. The quantitative version of the study rests on the need to ground it on positivist paradigm that is leaned towards quantitative methodology. It is also qualitative in nature, which tends to lean towards the interpretivist paradigm (Wagner *et al* 2012).

Auguste Conte who is known as the father of positivism advances that a phenomenon can only be logically or scientifically understood and defined in order to provide an objective prediction of matters in the organisation (Babbie & Mouton 2001). This approach enabled the researcher to

gather data that is quantifiable, using descriptive statistics. The level of impact on the effects on the strategic direction of the organisation and level of awareness sourced from the citizens through research questionnaires was revealed in the form of percentages. The interpretivist paradigm is primarily rooted within qualitative methodology which suggests that human life can be properly understood from within (Wagner *et al* 2012).

### **1.8.1 Data Collection methods**

The methodology of this study included a survey and interviews. The data was collected post the event since the event under study took place in 2014. The self-administered survey questionnaire characterised of statements on five point Likert scale was used to provide descriptive analysis of the research (Du Plooy 2009). The questionnaire was sent to accessible participants to fill and return. The questions were in a form of closed ended questions or statements based on the units of analysis using matrix items on a Likert scale. The attitudes of the participants provides an empirical view on a number of issues. The Likert scale was used to assess the degree to which respondents agree or disagree with statements with a specific topic or issue relating to the SOPA public viewing (Du Plooy 2009). The Likert scale five point continuum was pre-coded. All the answers were grouped according to the numerals and interpreted in percentages that were reflected through graphs/tables. The interviews with communicators were also conducted individually to develop a better understanding of the subjective experience (Terre Blanche *et al* 2006). The interviews were conducted in a natural setting, especially in the offices of the campaign planners/communicators. As recommended by Terre Blanche *et al* (2006), the researcher used a recording device to transcribe the proceedings after seeking consent from the participants. Open-ended questions were asked to elicit relevant data from the participants.

### **1.8.2 Population and sampling methods**

The target population and sampling method employed on this study are discussed below.

#### **(i) Population**

The target populations for this study were citizens of Mokwakwaila village who were participants in the SOPA public viewing event and the communicators from the Legislature who were campaign planners. The participants for the study included citizens with a minimum age threshold of 20 years and eight campaign planners. As far as possible, the participants were drawn for equitable representation of gender, ethnic groups and races. This population who attended the

event was accessible and they also shared the same place with the researcher. This choice was made in the light of Du Plooy's (2009) recommendation of the need to identify accessible population that enables the researcher to generalise findings as factors such as time constraints and costs issues may limit possibility to get the target population. The units of analysis were the individual citizens and communicators who were affected by the proceedings in government.

### **(ii) Sampling method**

Due to the mixed method nature of the designs, a multistage sampling approach was used to cover for qualitative and quantitative sampling procedures. First, a purposive sampling was followed in selecting a secluded environment to test the reach and impact of the communicative campaigns as aligned to the objectives of the study. The choice of a rural and secluded village was necessary to ascertain the level to which democracy is deepened via provincial SOPA messages. In this context, a non-probability sampling technique such as purposive sampling was necessary as the goal was to find the most relevant population and not representation. For structured interviews, the researcher purposively sought to interview eight campaign planners from the Legislature.

The second sampling technique was stratified random sampling which assembled 200 participants based social strata. These included gender, age and languages spoken. The Krejcie and Morgan table for determining sample size was employed (Chuan & Penyelidikan 2006). As a probability sampling technique, the intention was to generalise the findings about the targeted population in the village. This complex mix of probability and non-probability sampling techniques provided a balanced approach that was befitting for a mixed method study.

### **1.8.3 Data Analysis**

The descriptive analysis involving survey was done through statistical package for the social sciences (SPSS) programme for quantitative part of the study. The online analysis through SPSS has helped to determine the Likert scale five point continuum and converted the results into percentages and displayed through graphs/tables (Arkkerlin 2014). The Likert scale was characterised of pre-coded statements put on five point continuum. The thematic analysis as advocated by Miles and Huberman (1994) was used to analyse data from the structured interviews. Thematic analysis is defined as the "description of the main ideas from the message drawn from the collected data" (Miles & Hurberman, 1994). Du Plooy (2001) further concur that

themes are important as they portray key assertions or ideas obtained from the interviews (Du Plooy 2009). Miles and Huberman (1994) elaborated the three synchronised processes which include meaningful reduction of data by simplifying it, selection of relevant information from the notes taken, and thematic display of data in an organised manner. The researcher followed these processes to yield reliable findings from the data.

#### **1.8.4 Time dimension**

This was a cross-sectional research that took place in 2-3 months.

### **1.9 RELIABILITY AND VALIDITY**

The study has satisfied minimum requirements for validity and reliability. In order to assure both internal and external validity, a mixed method approach was adopted so that both depth and generalisability are addressed. In order to assure reliability, a pilot test was conducted to assess consistency and accuracy of the measurement. The questionnaires were substantially revised after the pilot to assure that they were aligned with the objectives intended.

### **1.10 ETHICAL CONSIDERATIONS**

The researcher ensured that informed consent was secured before conducting the interviews. An introductory statement on the survey questionnaire outlined the purpose, a commitment to securing privacy, confidentiality and anonymity of the participants. The participants were also guaranteed the same before the interviews. The researcher further sourced an approval of the Secretary of the Legislature to conduct the study and interview employees who work as communicators to minimise harm and avoid disciplinary actions against communicators and possible prosecution as a result of information that have been revealed by the employees.

### **1.11 SUMMARY**

This chapter has elucidated important information involving the contextualisation of the problem which have clarified the problem statement and objectives of the study in the main. The literature review chapters that follow unpack the theoretical basis which essentially provide the background on government communication in South Africa, the inception of GCIS and Izimbizo as government public communication campaign. Then the detailed research methodology unpacks the study design and data collection methods employed. Furthermore, the chapters on the data analysis

and interpretation would present the results based on the data collected. Lastly the conclusion part deals with the summary of the study findings and future recommendations.



## **CHAPTER 2**

### **LITERATURE REVIEW: GOVERNMENT COMMUNICATION**

#### **2.1 INTRODUCTION**

The previous chapter primarily dealt with contextualisation of the problem and outlined the purpose of the study. The purpose of the study was to analyse the effectiveness of SOPA public viewing as a public communication campaign in Limpopo, South Africa. This chapter presents the literature review foregrounding the study.

This chapter provides an in-depth discussion on the concept of communication and its bearing on organisational and government communication with a specific focus on Government Communication and Information Systems (GCIS) interaction with the public. The degree of citizen awareness on government programmes and the planning of campaigns as reflected on the study objectives and questions is addressed. Furthermore, the historical background of the GCIS is outlined with specific emphasis on the South African Communication Services (SACS) and the Communication Task Group (Comtask) that led to the establishment of GCIS and consequent adoption of the Izimbizo model. Therefore, the narrated historical ground is laid for an informed understanding of public communication phenomenon in the South African government context.

#### **2.2 COMMUNICATION**

Communication in government is an act of transferring messages from one source to another through verbal and non-verbal means, and mostly used by government communicators to reach a large number of people within society (Blackburn 1971). According to the Shannon and Weaver (1948) model, communication process involves the source, the sender who encode the message, the medium and the receiver who decodes the message and ultimately the feedback. Robbins, Judge, Odendaal and Roodt (2014) corroborate that communication performs a critical function of informing, persuading and promoting goodwill amongst both internal and external stakeholders. Furthermore, Robbins *et al* (2012) postulates that organisations which use two-way communication become effective as they help citizens to evaluate their choices in the context of public participation.

##### **2.2.1 Organisational Communication**

Organisational communication, as a subfield of communication, is a process by which activities of the organisation and society are coordinated to reach the goals of individual and collective. This form of communication performs a critical function of informing, persuading and promoting goodwill (Robbins *et al* 2014). Importantly, organisations utilise communication to build and maintain understanding and relationships with the stakeholders (Toledano & Riches, 2014). One of the mechanisms utilised by the Limpopo Legislature was SOPA public viewing areas.

### ***SOPA Public viewing***

SOPA Public viewing is a communication mechanism offering opportunity for people to watch live proceedings of the event happening in the main venue, Lebowakgomo. The aim of the SOPA public viewing being to enhance the government's efforts to express and articulate government policies and direction (Heinze, Schneider & Ferie 2013). The live proceedings are beamed through big screens serving to involve citizens in the government programmes. This is done to maintain understanding and relationships with the stakeholders (Toledano & Riches, 2014). The citizens who reside far from the main venue are provided with opportunity to follow the event/campaign and receive the messages.

The campaign messages that are transmitted by organisations through communication cycle, as advocated by Shannon and Weaver (1948), may produce effective communication provided the information conveyed get properly interpreted and understood by the receiver.

### **2.2.2 Effective Communication**

Effective communication is a two-way information process that facilitates and helps stakeholders to understand issues. According to Bowler and Goliath (2015), effective communication is realised when positive response is solicited from the receiver, when problems are solved, when employees are motivated, when clear instructions are given. In addition, Shabalala (2005:48) concludes that "how communication has been achieved will be determined by the degree to which receivers of the message comply with the intent of the communicators". As Lombardo (2017) hints on the following important elements of effective communication: practical, factual, clear, concise, and persuasive. Firstly, it is the practical element, which means the useful information that is within the confines and guidelines of the relevant legislations and policy. Communication Approach (2014) insists on themes, sub-themes and key messages that are developed and approved by the authority in the context of government communication. Secondly, it is the factual

element, because effective government communication requires information quality about facts. Chen, Reginald<sup>1</sup>, Cheong, Xi & Angus<sup>2</sup> (2010) argue that messages from information that lack content may not be comprehended properly by the citizens and thus result in poor government communication. Therefore, specific details and accuracy are important factors to consider in a message.

The third feature of effective communication is that it is clear and concise element, wherein the receiver's perception of the source/sender may have an impact, and the medium used may affect ability to communicate (Belch *et al* 2012). Most importantly, the information should be presented in a language that is clear and understandable to the citizenry for the organisation to realise the desired communication outcomes as indicated in the organisational or enterprise strategy. In addition, the Government Communicators Handbook (2014) suggests that the use of community media such as community radio stations and newspapers helps communication to empower stakeholders and citizens, as the language employed in those mediums is usually easy to understand.

Fourthly, effective communication is persuasive. As Angelopulo and Barker (2013) posit, an informed person becomes aware and is therefore likely to be persuaded into taking action that may change one's behavior. Importantly, as Belch *et al* (2012) postulate, advertisements containing creative messages for awareness purpose are likely to influence the stakeholders to be persuaded in a certain way. Awareness tools such as posters with organisational appealing logos and colours are important factors.

The above elaborated factors of effective communication are likely to help the organisation to carry out important communication functions of informing, influencing and persuading (Angelopulo and Barker 2013). Therefore government communication must improve, strengthen and establish innovative mechanisms to communicate better with its stakeholders (Heinze, Schneider & Ferie, 2013). This is essential because more citizens resort to friends and peers to gain and spread information regarding government programmes.

According to Pandey and Garnett (2006)'s examination of public sector communication performance, the public sector must prioritise external communication performance as it is characterised by greater challenges than internal ones. The government of South Africa undertook initiatives precisely to address its communication challenges across government spectrum by establishing GCIS.

## 2.3 GOVERNMENT COMMUNICATION

To understand government communication, it is important to first examine government and its systems paying attention to the provincial government. Government is globally and succinctly defined as a group of people responsible for public policy (Venter & Landsberg, 2011). In the context of South Africa, the government is made up of the three spheres, which are: national government composed of cabinet led by the President, the provincial government made of executive councils led by the Premier and the local government made of municipal councils led by the Mayors (Venter & Landsberg, 2011). These three spheres of government are charged with responsibilities to execute parliament laws centered on delivery of services to the people. In terms of Chapter three of the Constitution of the Republic of South Africa (1996:s 104), the three spheres of government are not supposed to be hierarchical but distinctive, interrelated and interdependent to bring cohesion in government activities.

The government systems refers to a political arrangement created to manage the people and the economy of the country using various systems of government such as federal and democratic unitary systems (De Villiers, 1994). These systems of government are implemented differently in various places and countries such as United States of America (USA), Russia, Australia and India. According to De Villiers (1994), federal system refers to a political arrangement that created devolution of the residual legislative powers of the states/regions and territories. This means that a country's constitution provides states, regions or territories with powers to determine their economic trajectory to benefit people within the jurisdiction.

South Africa has adopted a democratic system of government wherein people are placed at the center of development and powers vested in them through freely elected leadership, and it is implemented through constitutional democracy (Houston 2001 & Lodge, 2002). In pursuance of the notion of constitutional democracy, South Africa instituted the arms of the state and spheres of government within the unitary state context, wherein only national government is sovereign whereas provinces merely assume administrative role (the Constitution of the Republic of South Africa 1996:s 104 & Thornhill, 2012). The Constitution of the Republic of South Africa firmly asserts that the Parliament, Executive and the Judiciary are important and operate independently from each other (the Constitution of the Republic of South Africa 1996:s 104). Furthermore, Thornhill (2012) corroborates that the Parliament makes laws, holds the Executive accountable and conducts public participation. The Parliament is also comprised of the National Council of

Provinces (NCOP) which was launched in February 1997 primarily to enrich legislative processes in Parliament on matters affecting their provinces according to the Constitution of the Republic of South Africa (Venter *et al* 2011). Furthermore, the Constitution of the Republic of South Africa (1996:s 104) and Thornhill (2012) indicate that the Executive is responsible for service delivery whilst the judiciary is responsible for justice. All the arms of government work together but independently from each other.

The constitutional democracy dictates that the government decision making processes should at all times be conducted within the prescripts of the Constitution of the Republic of South Africa that is based on public participation (South Africa 1996: s 104 & Houston 2001).. This is in alignment with the United Nations' declaration that "the will of the people shall be the basis of authority of government" (Democracy & the United Nations 2008:1). Government communication which is at the center of public participation should thus ensure that constitutional democracy prevails in the programmes that the government undertakes.

## **2.4 THE DEFINITION OF GOVERNMENT COMMUNICATION**

Government communication is a mechanism that the government utilises to transmit messages to its citizens and to further determine the needs of the people (Shabalala 2005). In addition, Glenny (2008) states that government communication is used to advance policy and operations that are not necessarily aligned to a political party but are geared towards the purpose of governing the nation. Hence, Government Communicators Handbook (2014) indicates that efforts and commitment by government communicators should be made to ensure transparent and accountable service delivery through government communication not propaganda.

According to Glenny (2008), the Australian government communication has adopted a more strategic and meaningful dissemination of information that contributes to the process of policy and decision making. Furthermore, a "culture of participatory and two- way communication process using tools such as focus groups, consultative committees, open inquiries, adhoc panels and negotiation processes" is embraced (Glenny 2008:158). Equally, countries such as Scotland and Canada are using similar communication and public participation model in the government programmes and decision making processes to enhance stability and legitimacy of their democracies (Glenny 2008 & South Africa Legislative Sector 2013).

In the United Nations, Phillis (2004) states that government communication in the United Kingdom is regarded as a strategic part of public participation and it enables the citizens' views and opinions to be voiced out and heard. Also in Africa, countries such as Uganda have internalised citizen participation practice and use it in every aspect of public policy (Kiwanuka-Tondo & Snyder, 2002). These international perspectives of government communication are consistent and reinforce the view espoused by South African government communication which advocates for citizen participation through various communication platforms (Communication Approach 2014). It is in this connection that the South African government relies on government communication to articulate important programmes to the citizens/stakeholders.

## **2.5 CITIZENS AS STAKEHOLDERS**

A stakeholder is any group/ person/citizen/public, various organisations and groups who can affect and be affected by an organisation's achievements (Freeman 1984). In addition, Freeman, Rusconi, Singori and Struder (2012) describe the stakeholder theory as an organisational theory that addresses the values and morals in the organisation to give regard to the interest of the stakeholders. The stakeholder theory detailed by R. Edward Freeman (1984) stresses the principle of who or what really counts in the organisation. Weiss (2014) emphasises that the ideas of stakeholder theory relate to the ethical importance of involving the stakeholders in the affairs of the organisation with a view of finding collaborative and win-win strategies.

Citizens are private individual who have a stake and influence in the affairs of the organisation and the decision making processes (Parker 2002). The historical existence and application of citizen participation in government processes is traced back to the ancient Greece in the 1960s. (Cogan & Sharpe, 1986 & Mapuva, 2015). Hence the study's focus on citizens as stakeholders. According to Donaldson and Preston (1995), a need to differentiate between "stakeholders and influencers" need to also be drawn as some influencers have no stake and some stakeholders have no influence in the organisation. It is therefore crucial to identify key stakeholders who have influence into the organisation (Freeman, Rusconi, Singori & Struder, 2012). Lindemann (2011) distinguished the stakeholders into two groupings, the primary groupings who benefit from, and are adversely affected by the organisational activities and highly dependent on the service, as well as the secondary groupings who are intermediaries or organisations with a stake in the service.

It is through stakeholder mapping that the correct stakeholder can be identified as Limpopo Legislature (2017) suggest that factors such as enabling, normative, functional and diffused linkages should be analysed during stakeholder mapping. In line with the view advanced by Parker (2003) and Government communicators' handbook (2014), the citizens' involvement and participation is central to the running of programmes especially on service delivery, and to promote effective project management that bring dynamism to development. Hence Izimbizo is regarded as a vital communication platform for sharing related information and ideas on public matters.

It is suggested that stakeholder management serve to avoid protracted conflicts public disenchantment and costly delays in organisations (Parker 2003). Against the views that citizen participation is expensive and time consuming, Rensburg and Cant (2009) insist that it helps in building the spirit of corporation, goodwill and trust between the organisation. Importantly, citizen participation brings an important dimension of citizen's significance as a primary stakeholders especially in the democratic decision making and the running of the public programmes. As Parker (2003) posits that citizen participation reclaims power that was historically concentrated in the hands of few experts and bureaucrats which is antithetical to citizen participation.

The engagement of citizens and organised stakeholders politically and ideologically help to normalise and legitimise democratic governance discourse and programmes. This would strengthen organisation's long-term relationship with stakeholders (Motion 2005). However, Human Sciences Research Council (HSRC) study on levels of public participation in legislative processes revealed that 88, 7 percent never ask provincial Member of Parliament for help, and 95, 8 percent never attend public hearings (Houtston 2001). This study paints a bleak picture on the notion of citizens' engagements on government programmes amongst the 5.8 million people in Limpopo (Statistics South Africa 2016). Sekhar (2010) posits that citizen-government partnership in the inception and implementation process of programmes is critical to the advancement of the interest of the people. Therefore the indicators of citizen participation are crucial to understand and gauge the quality of participation. According to Morrissey (2000) the indicators of participation are, process indicators, developmental indicators, instrumental indicators.

The process indicators refers to the continuous level and quality of participation of citizens. The development indicators refers to the impact of participation on self-development and community capacity. In this case, the impact will only be known through participant/community satisfaction,

when participants have capacity of saying they understood the Premier's speech and further indicate that the speech has positively changed their perception about government. The instrumental indicators refers to the impact of participation on policy or programme. The participation of citizens and views thereof should find expression in the policy direction of the organisation. Hence Cogan and Sharpe (1986) emphasised that citizen participation should be integral part of the decision making structure. The effective campaign indicator at the evaluation stage also reflect on the significance of solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans. Furthermore, Steyn, De Beer and Rensburg (2013) accentuate that the incorporation of the views of the stakeholders is critical at the level of enterprise/organisational strategy as it leads to the organisation being trusted by its stakeholders.

Citizen participation in the government programmes and decision making has become a rule and regular aspect of political life as it serves to enhance stability and legitimacy of their democracies in countries such as Nigeria and Kenya from back in antiquity until now (Akbabio 2009). However the conditions and number of populations have changed as Statistics South Africa (2016) has revealed that Limpopo has increased population from 5.4 Million in 2011 to 5.8 Million, and poverty headcount has increased from 10.1 percent in 2011 to 11.5 percent in 2016. Hence, the startling revelations by Human Sciences Research Council study on levels of public participation in South Africa, Limpopo illuminate the need for more effective stakeholder/citizens engagements through public communication campaigns.

### **2.5.1 Dimensions of Stakeholder Theory**

Noting the significance of citizens as stakeholder following the discussion on citizen as stakeholder, Donaldson and Preston (1995) bring the dimensions of stakeholder theory reflecting on its use by various organisations, which are descriptive, instrumental and normative. The dimensions are important to be discussed and delineated from the broader stakeholder management understanding, as organisations apply stakeholder theory in different ways and for different purposes.

The descriptive use of stakeholder theory is the application of a quantitative approach to gathering of data that will enable the organisation to predict its future (Donaldson & Preston 1995). Mostly, the descriptive use focus on statistics, profits percentages arising from their relationship with customers/citizens that largely satisfy the interests of the shareholders. Good quantitative



data allows the organisation to take stringently measured and objective comparison, and predict the future (Terre Blanche, 2012). Therefore, if the relationship of the organisation and stakeholders/citizens is proven and measured in terms of numbers/statistics, the organisation's decision naturally follow that particular measure to maximize the benefit. In their annual performance reports, the Limpopo government prefer the use numbers on their performance outputs to determine success (Limpopo Communication Strategy 2014).

The instrumental use of stakeholder theory relates to the two-way, mutual understanding philosophy which promotes organisation/business-customer/citizen relationship (Grunig *et al* 2001). Hence Donaldson *et al* (1995) argued that organisations without the support of the citizens will undoubtedly cease to exist. In addition, Rensburg and Cant (2009) posits that instrumental use of stakeholder relationship through corporate social responsibility (CSR) make great contribution towards good brand reputation and image. As Rensurg and Cant (2009) states that surveys on organisational reputation revealed that CSR account to about 49% of the organisation's image as compared to the 35% of human resource and 10% of finance.

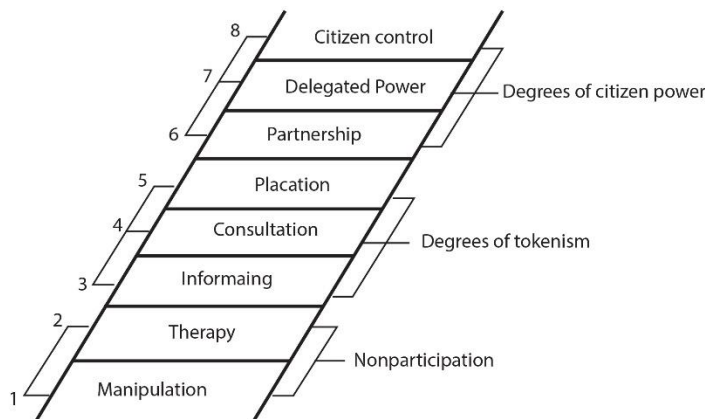
The normative use of stakeholder theory propagate for and stick to the conservative "underlying moral or philosophical principles" of the organisation or business (Donaldson *et al* 1995:72). In this instance, the organisation/business is arrogantly satisfied and confident that service/product they offer is good and does not warrant justification of the stakeholders, citizens/customers. Therefore, Donaldson *et al* (1995) assert that the organisation prescribe to the citizen/customer what to do.

Lastly, the organisations can adopt a combination of the descriptive, instrumental and normative dimensions to harness all the benefits, such as predicting the future, forging relationships and maintain high moral standards of the organisation. In essence, any dimension or combination of the stakeholder theory use in the organisation will determine the level and value of citizen participation in the organisational matters through interactive and conventional planning. As Parker (2003) argue that interactive planning promote open, participative process that lead to better decisions and help in building consensus. Furthermore, Parker (2003) and Mapuva (2015) explain the degrees of participation through the ladder of citizen participation that informs both interactive ad conventional planning of citizen participation. Therefore interactive and conventional planning will be adopted to enhance strategic constituency approach of the organisation when planning public communication campaigns.

## 2.5.2 The Citizen Participation Ladder

The citizen participation ladder was adopted from Arnstein (1969), it includes three tiers, the bottom first tier, second tier and third tier; the bottom first tier as illustrated below include aspects of manipulation and therapy which reflect the degree of nonparticipation where decisions are handed down by the organisation to citizens. This tier is based on conventional manner of planning.

**Figure 2.1: Citizen Participation ladder**



Source: Arnstein (1969)

The second tier include aspects of Informing, consultation and placation which indicates the degree of tokenism where citizens are largely informed by the organisation. It is also based on conventional manner of planning. The third tier illustrate the highest level of citizen participation which include aspects of partnership, delegated power and citizen control which reflect the degree of citizen power, where involvement of citizens is entrenched. This tier of citizen participation is based on interactive manner of planning. In addition, Cogan *et al* (1986) and Parker (2003) illuminate five techniques linked to the interactive and conventional planning as embraced by the Arnstein ladder of citizen participation signifying passive and active citizen involvement.

The publicity and the public information model are generally one-way communication models. They are aimed at facilitating public support and relating to citizens as passive or non-participants (Grünig *et al* 2001). The public education model aimed at feeding citizens with designed messages to educate citizens about government business and programmes (Legislative Sector 2013). However it also relates to citizens as passive participants and contain some level of tokenism as input for any suggestion emanating from it will not influence organisational decisions.

The public input is a technique that contains high level of degree of citizen power as it helps in the solicitation of ideas and opinions that influence ultimate organisational decisions. It is an enabler of active interaction and participation that promotes two-way symmetrical communication (Grunig *et al* 2001). The public interaction is a technique that is characterised by exchange of information and ideas amongst citizens and policy makers (Cogan *et al* 1986). It contains some level of citizen power, and indicative of active citizen participation as the discussions are likely to influence organisational decisions.

Partnership is a technique that contains high level of power as agreements are formalised at this stage, sometimes through memorandum of understanding and contracts to demonstrate commitments and timelines by both parties (Parker 2003). This is indicative of citizen participation based on interactive planning, which resemble a two-way communication spin-off and instrumental use of stakeholder theory (Grunig *et al* 2001 & Donaldson *et al* 1995). The citizen/stakeholder' level of participation would be determined through likert scale of assessment. Importantly, the evaluation would entail collection of information about the activities and outcomes of the campaign (Watson & Noble 2005). The citizen/stakeholder level of participation would assist in understanding the impact/influence of Government Communication and Information Systems (GCIS) on public communication campaigns. The GCIS idea has a bearing on the degree of citizen awareness on government programmes and the planning of campaigns as reflected on the study objectives and questions.

## **2.6 GOVERNMENT COMMUNICATIONS AND INFORMATION SYSTEMS (GCIS)**

The following discussion delves into the milestones that characterised the path to the ultimate establishment of the GCIS, which involves the South African Communication services (SACS), and the Communication Task Group (Comtask).

### **2.6.1 South African Communications Services (SACS)**

According to Horwitz (2001), the SACS was central to coordination of government communication during Apartheid government. It started as the Department of Information after the National Party came into power in 1948. As succinctly captured, the SACS was discharged with the responsibilities to “create positive image of government in the face of criticism by local and international media, the SACS in the 1960s then emerged as the distributor of government information and interpreter of events during the state of emergency” (Netshitomboni 2007:95). The SACS assumed a strategic management of all government communication that defended

Apartheid systems, suppressed the press freedom and imposed penalties on newspapers that transgressed the imposed restrictions (Horwitz, 2001 & Nesthitomboni, 2007).

The government communication method driven by the SACS was mainly categorised as one-way flow, which did not promote a dialogue and collaboration with the citizens. This one-way approach was possible to pursue a propaganda posture that the Apartheid government took to cover up Apartheid secrecy and to influence public opinion. In this way, the SACS monopolised the entire government communication and suppressed many newspapers but approved only Afrikaner media that supported Apartheid (Netshitomboni 2007). Similarly, the practice was also agonisingly observed in Rwanda wherein state sponsored radio station, Radio Television Libre des Mises Collines (RTL), fueled genocide attacks by insinuating tribal messages that created conflict that resulted in the killings of thousands of Tutsis in the 1990s (Thompson 2007).

From the 1950s to late 1980s, the print media in South Africa experienced tightly designed brutal and repressive laws under the Apartheid government that forbade them from covering political and social developments affecting Black political leaders such as Nelson Mandela, and the political parties such as the African National Congress (ANC), Pan Africanist Congress (PAC), South African Communist Party (SACP) and more political formations that were against the Apartheid system (Hadland 2007). Distressingly, Hadland (2007) states that Black press had not been allowed to develop despite it making the majority with 80% population in 1994. Repression of the press was possible as it was strategically and incessantly orchestrated by the Apartheid regime to suppress Blacks in the main. However, there are historical moments that gained momentum and were popular from 1950s to 1990s despite hostile SACS in relations to coverage of Black political events (African National Congress 2017). These are mass movement in the 1950s, The Armed Struggle in the 1960s, Workers and Students Fight Back in 1970s and the Struggle for People's Power in the 1980s.

Inevitably, the subsequent advent of democracy in 1994 expectedly affected the operations of the SACS and brought a paradigm shift towards an impartial agency advocating for a two-way communication between government and its citizens (Horwitz 2001). With the advent of democracy in South Africa, the Government of National Unity after the 1994 general election ushered in a new democratic order that provided constitutional guarantees to freedom of the media, a new open and accountable style of government (Comtask Report 1996). This led to inevitable transformation of the SACS as government had then embraced freedom of expression

as paramount important to the new democratic society. The Communication Task Group (Comtask) was then introduced.

## **2.6.2 Communication Task Group**

The Communication Task Group was appointed by the then Deputy President Thabo Mbeki and mandated to review government communication at all arms, levels of governments (national, provincial and local) and international. It was also tasked to make recommendations on how government communications should be structured in line with the constitutional principles of freedom of expression and transparency and openness of government. The Comtask was further mandated to examine training and affirmative action policies, the media ownership and the manner in which the media affect government communication, and South Africa's international information dissemination (Comtask report 1996).

During its work, the Comtask consulted various stakeholders ranging from academics, the media, civil society organisations and advertisers to solicit as broad and diverse views as possible. It further explored on international experiences and best practices of government-citizen communication (Comtask 1996). The Comtask presented its final report to the then Deputy President Thabo Mbeki in October 1996 and included 83 recommendations, which cover areas of the structure of government communication, media diversity and access to information legislation.

The report illuminated a number of issues. It showed that a secretariat in the Presidency is responsible for determining communication strategy, advising and acting on behalf of the President and Cabinet, as well as coordinating between different communication structures and that there should be a development of professional communications unit within each ministry and the different spheres of government. The second issue was the need for a centralised Communications Service Agency (SCA) responsible for, among other things, coordinating bulk-buying of media and research into the needs and trends as well as assisting in developing content. In addition, the initiation of international communication capacity should be put in place to advise on development of integrated international communication plan to promote South Africa abroad. The next issue raised was the need for a conscious focus on development communication aimed at communication to empower citizens, the direct and unmediated communication with South Africans and the development and coordination of ongoing training in government communication.

Furthermore, Pahad (2008) promised that all spheres of government would need to forge relationships with non-governmental organisations, traditional leadership, and development forums to implement development communication. The development communication refers to the art of human communication to promote information exchange, facilitate social development and speedy transformation of the country and its people to achieve better life (Pahad 2008 and Government Communicators Handbook 2014). The communication development makes democracy thrive if the following basic tenants are realised, access to information, open dialogue, openness, accountability and media freedom (Government Communicators Handbook 2014). In addition, Pahad (2008) emphasised the use of technological innovations on community development to keep with the challenges facing global and telecommunication systems as pointed out by the United Nations Educational, Scientific and Cultural Organisation (UNESCO). The last important recommendation by Comtask was the element of restructuring and transformation process and assisting with professional advice on the setting up of the Government Communication and Information Systems (GCIS).

### **2.6.3 The launch of the GCIS**

The GCIS was finally established on 18 May 1998 as a strategic unit located in the Presidency. The mandate of the GCIS was to coordinate, guide and advise on government communication including media liaison, development communication and marketing (Government Communications, 2017). During the launch of the GCIS on 18 May 1998, the then Deputy Minister in the Office of the President, Dr Essop Pahad introduced the GCIS team led by Mr Joel Netshitenzhe as the Chief Executive Officer. He further outlined priority areas on the allocation to government communications (Pahad, 1998). It was also his view that the GCIS secretariat was to become the strategising body located in the Presidency on matters of communications, including policy, planning, research and training. During a budget speech on 18 May 1998, Dr Essop Pahad reported that audits are undertaken and completed by government communications to insight into the functioning of departmental communications including resources allocated to research. The speech committed to confront challenges of illiteracy, as well as the needs of the disabled. It also emphasised the efforts to work with appropriate bodies to pay requisite attention to the needs of women and youth.

To augment the GCIS' significance and efforts, its budget has been gradually increasing in line with the new responsibilities. The then Minister of Communications, Ms Faith Muthambi

committed about R 382-01 million in the 2016/7 financial year during the departmental budget speech in Cape Town on 06 May 2017. The budget has enabled the GCIS to continue implementing programmes aimed at facilitating two-way communication between government and the citizens in order to promote accountability (Muthambi 2016). The two-way symmetrical communication is viewed by Grunig (2001) as a process through which programmes and decisions undertaken by the organisation involve the stakeholders and are also of mutual benefit. The other Minister of Communications Ms Ayanda Dlodlo reaffirmed the department's support to GCIS' intentions and activities by increasing the budget allocation to R 4,558 million for 2017/8 financial year during departmental budget speech in Cape Town on 26 May 2017 (Dlodlo, 2017). The GCIS provides services under the following directorates offering various specialised assistance under project management office (Government and Communication 2000):

- The Strategic Planning and Programme Management Office that processes requests from government departments requiring the corporation and integrated work for more than one section of the GCIS;
- The corporate identity management that is steered by Communication Service Agency (CSA) for management of corporate management of the corporate identity, and the corporate manual identity has been developed;
- The advertising and media placement which deals with the media planning and the placement and flighting of advertisements in print, electronic and outdoor media. As Pahad (1998) committed to the launch of tele-centres, community structures in the development of Multi-purpose Community Centres, Community Radio Stations and the publication called Vuk'uzenzele. Amongst the objectives of the Advertising and Media Planning Service was the forging of relationship with CSA for management of corporate identity of government across the levels and spheres of government;
- the communication research focusing on research projects to ensure that government understands the communication needs of the public based on scientific research; and
- The strategic communication programme and campaigns. This is the crucial part of the study wherein support and advice to government departments in planning and managing communication strategies, programmes and campaigns is solicited. It is established to primarily ensure that government communication programmes are planned and articulated in a coherent manner.

It is for these reasons above that Pahad (1998) made a commitment during the budget speech that the GCIS would work with the provinces to complete a model of provincial communications structures, and start with regular meetings of communicators among the ministerial clusters and

across government as a whole. These efforts were made to ensure that citizens were adequately informed of their rights and how to exercise them, and to further assist communities to access information for socio-economic development in their localities. Thus, the ideas as asserted by Pahad (1998) are more significant and urgent in the current juncture due to introduction of the National Development Plan (NDP)-Vision 2030.

**(i) National Development Plan Vision (NDP)-SA 2030**

As expected, the GCIS assumed the government strategic role since the launch, and it is to date still responsible for informing all the citizens of South Africa using all the official languages about government (Government and Communications 2000). Currently, the GCIS is faced with a task of mobilising the citizens behind the NDP- Vision 2030 at a national level and to further bespoke the plan to Provincial Development Plans.

According to the National Development 2030 (2016:14), the NDP “aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing the energies of its people, growing inclusive economy, building capabilities, enhancing capacity of the state, and promoting leadership and partnerships throughout society”. It is against this backdrop that government communication becomes instrumental in developing better communication with the citizens and civil society around the NDP across all the spheres of government.

The National Development Plan 2030 (2016) advances that the State should endeavor to facilitate citizen engagement indicatives. Furthermore, citizens need to be encouraged to work together with others in the community to advance development, resolve problems and raise concerns of the voiceless. Therefore, the need for government to establish or strengthen inter-ministerial and inter-governmental forums to perform the requisite tasks as encapsulated in the NDP is critical. Hence Limpopo communication strategy emphasises the coordination of communication activities through the established structure called Limpopo GCF (Limpopo Communication Strategy 2014).

**(ii) Government Communicators Forum (GCF)**

The government communications forum (GCF) mobilises all communicators across all spectrum of departments, state owned enterprises (SOEs) and municipalities. The purpose of the forum is to coordinate and streamline a model of communication that will inform communication strategies, to come up with innovative ways on how best to improve communication machinery and



streamline government messages across the board. On the other hand, the GCF enhances inter-ministerial and inter-governmental harmony in the context of communication (Venter et al 2017). Mathabatha (2016) reaffirmed the importance of GCF during his address of the GCF gathering in Thulamela, and indicated that the GCF helps the government to implement and properly communicate government programme of action.

The Premier of Limpopo, Mr Stanley Chupu Mathabatha, reiterated the call during the SOPA 2017, indicated that Limpopo is one of the nine provinces in South Africa that conduct their Izimbizos to primarily communicate with citizens using similar communication strategy as encapsulated by the GCIS. However, the focus should be on provincial service delivery promises expanded by the Provincial Development Plan. The service delivery promises include areas of education, health, housing, security, roads, water, electricity and employment as articulated by the Premier, Mr Chupu Mathabatha during SOPA (Mathabatha 2017).

In addition, the South African Local Government Association (SALGA) that represent all municipalities in South Africa has a communication plan. It regards communication, stakeholder relations and brand management as critical to the realisation of sustainable services (SALGA Planning 2017/18). Importantly its communication plan finds expression from GCIS and participate in the GCF in order to harmonise government messages from the notion of one government one message as observed by Pahad (1998). On the other hand, the Limpopo Legislature participates in the Legislative sector forum. The forum is aimed at establishing communication model/strategy for the Legislative sector.

The aforementioned developments suggest that, in essence, the strategic communication programmes and campaigns service are at the center of this study fundamentally because it deals with communication campaigns which is a phenomenon that the study explores. Amongst the platforms which the GCIS use as a public communication campaign is the Izimbizo.

## **2.7 SUMMARY**

This chapter has extensively dealt with the discussion on government communication, with focus on the GCIS. The historical background of the GCIS was outlined with emphasis on the South African Communication Services (SACS), and the Communication Task Group (Comtask) that led to the establishment of GCIS. The discussion on GCIS also included the structures such as the NDP-Vision 2030, GCF and the synopsis of GCIS' contribution to the continent and the

NEPAD. The following chapter will discuss and unpack the government communication campaign concept and Izimbizo model to provide ideological expression of the public communication campaign.

## **CHAPTER 3**

### **LITERATURE REVIEW: PUBLIC COMMUNICATION CAMPAIGN AND IZIMBIZO**

#### **3.1 INTRODUCTION**

The previous chapter provided a discussion on communication strategies and defined its subfield which is organisational communication, and also outlined the significance of effective communication. This chapter will discuss in depth the Izimbizo model that was adopted by the South African government (Government Approach 2014). The Izimbizo model as a theoretical departure for this study will reflect on organisational effectiveness aspects. Accordingly, the discussions will help develop a theoretical analysis and address the research problem by answering the internal planning, effectiveness of the public communication campaign and utility of feedback questions.

#### **3.2 PUBLIC COMMUNICATION CAMPAIGN**

Public communication campaigns are run by government to deliver government policy messages to the stakeholders in order to influence, persuade and for information purposes. Chaka (2014:352) defines the public communication campaign as “strategic efforts that influence targeted publics in a predefined timeframes”. Furthermore, Rensburg and Cant (2009) postulate that public communication campaign results in significant changes in the public’s attitudes, behaviour, and action or belief system as it gives exposure to range of messages. These messages take many forms such as outreach forums, meetings, dialogues and media (Rice & Atkin 2013) to generate specific outcomes and to shape the public’s behavior towards desirable outcomes. The Watson and Noble (2007) indicators of a campaign cycle provides the basis at which the campaign effectiveness can be understood. The indicators are preparation/planning, implementation and evaluation.

The preparation and planning stage entail the setting of campaign objectives and the message appropriateness. It is at this stage where the campaign objectives are outlined. According to Communication Approach (2014), communication objectives are a critical step to the campaign planning as they illuminate the intent and direction. Moreover, the campaign messages should be clarified at his stage. As Rensburg and Cant (2009) postulate that credibility of the message and messengers are important characteristics to consider with the goal to influence behavior of the citizens.

The implementation stage entail the awareness, attendance and participation. The media liaison, media briefing, interview, opinion pieces, speeches, advisories, loud hailing and media statements serve as awareness techniques. It also involves product distribution such as posters/leaflets and publishing of information on the website and use of social media to create awareness about the campaign. The outreach events provide government with an advantage of face to face engagement with the stakeholders/citizens (Communication Approach 2014). The good attendance and participation of citizens during the campaign enables the face to face approach which heightens engagements between government leaders and citizens. Moreover, the advantage is that this platform legitimises government programmes in the public sphere in order to reach constitutional requirements.

Evaluation stage refers to the solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans. According to Steyn and De Beer (2012), the incorporation of the views of the stakeholders is critical at the level of enterprise strategy as it leads to the organisation being trusted by its stakeholders. The change of behavior, opinion and attitudes of the citizens would be observed at this stage to determine the impact that the campaign has made.

### **3.2.1 The world perspective of Public Communication Campaigns**

Public communication campaign is firmly linked to public relations practice, which is an art of implementing programmes aimed at building mutual relationship between the organisation and its stakeholders. According to Skinner, Von Essen and Mersham (2004), public relations is believed to have been a phenomenon of the 20<sup>th</sup> century. However, Public Relations Research in Africa (2009) indicates that the means to communicate is traced back to ancient times where traditional gatherings under the chiefs were organised through wooden drums and talking drums. Skinner *et al* (2004) indicates that the ancient Egyptians, the Pharaohs, attributed their success through word pictures on impressive monument and galvanised support for the ruling class through religious festival parades that provided entertainment for persuasion purposes. It is also known that the ancient Greeks utilised a word of mouth to persuade people whereas the Romans used free shows and parades to gain support (Skinner *et al* 2004).

The perception amongst historians and scholars is that the origins of modern-day public relation started in the United States. The literature reveals that this is a period where the use of press

agents, publicity methods using media, purchase of advertising spaces and use of films increased exponentially. As Skinner *et al* (2004) indicates, all of these communication methods characterised public relations as a one-way communication mainly used to persuade the public. This one-way communication is evidenced by the World War 1 propaganda that was led by George Creel, the chairperson of public information then. Ultimately, the Public Relations Society of America (PRSA) was established in 1947 to professionalise public relations and many more bodies such as International Association of Business Communicators (IABC) which followed in 1970.

### **3.2.2 African Perspective of Public Communication Campaigns**

Public communication campaigns in Africa are also linked to public relations practice. They are traced back to antiquity where the traditional methods of communication such as gatherings known as Izimbizo in South Africa were employed. According to Abpabio (2009) and Mapuva (2015), the traditional leaders in the form of Chiefs used the gatherings to communicate and discuss issues of common interests' amongst the citizens in a particular village or settlement. Most engagements at the traditional gatherings' two-way symmetrical was less meaningful as Chieftainship, which followed the monarch system of rule where citizens were regarded as subjects not equal partners.

There is evidence that public communication campaigns intensified during post-colonial era with most governments adopting participatory democracy and two-way symmetrical system as advocated by Grunig (2001). Kiwanuka-Tondo (2002) posit that such public communication campaigns were effective and have helped Uganda to succeed in fighting HIV-Aids, and is to date regarded in the world as Africa success story.

On the other hand, South African public relations programmes were aligned to that of the US and UK that ran campaigns to hide Apartheid secrets under SACS and to suppress the media used by Black people. The Apartheid campaigns were mainly characterised by propaganda (Horwitz 2001). Nonetheless, the Public Relations Institute of Southern Africa was established in 1957 in Johannesburg to foster the dynamic and relevant professionalism on public relations practice in South Africa under such hardships (Skinner *et al* 2004). In contrast, the independence of many African States such as Kenya and Tanzania ushered in a new form of public participation and the African nations were organised under the Organisation of African Unity (OAU), which was launched in 1963 and later changed into the African Union (AU).

According to Akbabio (2009), the two-way symmetrical communication began to thrive after the launch of the Public Relations and Communication Professional Association (PRCPA) in Mauritius at that period. However, South Africa was still under harsh realities of Apartheid system from 1948. Resiliently, the Black communities managed to run public communication campaigns in the townships, work places, schools and villages using traditional communication methods to organise people against Apartheid, for an example, anti-pass campaign and the 1976 student uprisings against Bantu education (History of the ANC 2017). Consequently, the Apartheid government was eventually defeated. The outcome of defeating Apartheid through these campaigns ushered in a new democratically elected government in 1994 that transformed government communication drastically. It was after this period that GCIS as a strategic communication machinery for the government of South Africa was established. Furthermore Izimbizo was adopted as a platform to reach millions of citizens regarding communication of government programmes and policies (Government and Communications 2000). However there are strong critical forces towards public communication campaigns.

### ***Critic of the Public Communication Campaign***

The critical theory based on Marxism's perspective on communication and society argue that public communication means are tools used by dominant group of capitalism to impose ideas to the poor/less privileged. According to Sullivan (2001) the conflict theory is based on the assumption that society consist of different groups who compete for the valuable scarce resources. Cockeham (1995) and Papastefanou (2010) further argue that the aim of the dominant group of capitalists is to impose their norms and values thus maintaining advantage. Hence the conviction that government public communication campaign is designed by the dominant group of capitalists for the purposes of imposing own norms and values. In addition, the public communication campaigns are often characterised by apathy usually prompted by lack of feedback on issues raised and promised. It is in this context that Baloyi and Lubinga (2017) argue that feedback on public communication campaigns such as Izimbizo is mostly inadequate and consequently renders the process futile.

Furthermore, research shows that public communication campaigns are often hijacked by political leaders for party political agendas such as parading own ideologies and for electioneering purposes, and at times compounded by intra-party tensions and factionalism (Mabelebele 2006

& Benit-Gbaffou 2015). However, the government has developed a public communication model called Izimbizo eliciting the intention to meaningfully involve the citizens its programmes.

### **3.3 IZIMBIZO**

Izimbizo is a Zulu plural of imbizo which is an unmediated, face to face communication platform. According to Mabelebele (2006:104), Izimbizo is arguably defined from African indigenous communities' perspectives as a common practice for a chief, headman or any other community leader to convene a community meeting with a view to discussing issues of common concern and interest.

The political principals or public representatives use Izimbizo to assess progress on government programmes and policy directives. It was for this reason that the South Africa government appropriated it as a government communication model to deepen participatory democracy and public participation with strong delivery focus (Communication Approach 2014). The Izimbizo are associated with folk or traditional media where ordinary citizens within the communities especially in the rural villages meet in Makgotla (traditional gatherings) using their local knowledge system to engage and share on cultural activities such as rituals, storytelling, poetry, dances and many other issues of their level of social and economic development (Donnelly 2001 & Chinyoya 2005). Notably, Mabelebele (2006) further posits that this traditional way of linking-up with people finds expression in the African National Congress's long held ideology of African unity. Izimbizo are therefore platforms used by the ANC to implement its political strategy. Izimbizo principles is practiced throughout government public campaigns including SOPA public viewing.

#### **3.3.1 *The History of Izimbizo***

Engagement of citizens through Izimbizo model was endorsed during the launch of the GCIS in 1998, as the use of traditional leaders viewed as important for the advancement of development communication (Pahad 1998).The strength of Izimbizo is that the messages are communicated in a language that is understood by everyone in a traditional gathering. To date, the South African government still use Izimbizo with increased scope of issues for public engagement and strong service delivery focus (Communication Approach 2014). The then Minister in the Presidency, Monitoring and Evaluation, Mr Jeff Radebe reaffirmed the use and importance of the communication campaign during Presidential Imbizo held in Hlohloke Village in Limpopo on 21 April 2017. He said "Our gathering here today is part of the National Imbizo Focus Week, which

is a dedicated period to facilitate direct interaction between government representatives and members of the public”.

The Izimbizo involves walkabouts to showcase various government service delivery initiatives, public still allowed to raise issues for the attention of the public representatives and respond on the issues raised in the form of feedback. Baloyi and Lubinga (2017:2) suggest that “the government ought to ensure that further feedback is provided as a follow-up to such gatherings in order to provide a cyclical communication process, an embodiment of effective communication”. Importantly, Kiwanuka-Tondo *et al* (2002) pointed out that the kind of organisational structure in the organisation impacts on the speed at which the message reaches the power for decision as a formal top-down hierarchical structure provides less feedback than bottom-up. This feedback needs to be provided by public representatives at all levels of government: national provincial and local.

### **3.3.2 The Izimbizo Model**

The Izimbizo as a government public communication model covers the following elements: strategic emphasis, communication objectives, messages/messengers, stakeholder involved, phased communication approach, structures and processes (Communication Approach 2014). These elements will be discussed in the context of the study topic and purposefully to address the study objectives. The study objectives revolve around the internal planning process question, the effectiveness of public communication campaign (SOPA) as measured by citizen awareness, attendance & participation factors and the utility of feedback question.

#### ***The internal planning process***

Internal planning process is an important step towards a successful public communication campaigns and is usually undertaken by communication practitioners/campaign planners. According to Communication Approach (2014), communication objectives are a critical step to the campaign planning as they illuminate the intent and direction. Hence, Communication approach (2014) outlines the Izimbizo objectives as, to encourage citizen participation through a platform that promotes multi-way communication between government, people and various stakeholders, to encourage communication with the political head in an open and transparent manner, amongst others. In addition, Lake (2016) concedes that outlining campaign’s objectives, audience segments, selecting channel of communication and drawing up action plan are



important steps towards coming up with a communication strategy. Watson and Noble (2007) also concur that preparation and planning stage as a campaign effectiveness indicator affirms the setting of campaign objectives as it serves to provide direction and illuminate the intent of the campaign. The campaign's objectives need to satisfy the "SMART" method which means that the objectives should be specific, measurable, achievable, and realistic and have timeframes for the plan to be successful.

The planning process involve laying down of the tasks and direct outputs of the campaign, such as the number of campaign materials to be used and the number of targeted citizens/stakeholders and issues such as transport and other resources for the campaign. Lake (2016) emphasised the need to properly define the market/environment in order to properly identify target stakeholders, prescribe the appropriate channel of communication and deploy proper resources. Furthermore, Belch *et al* (2012) indicate that it is not possible to craft communication plans for every citizen. Therefore, the need to identify and divide stakeholders into distinct groups that have common needs taking into consideration the discussion above on the demographics and psychographics segmentation of the audience. It therefore becomes practical and easy to develop relevant messages, craft objectives and prescribe communication channel for such groups/stakeholders because geographic, demographic, psychographic and behavioristic segmentation would have been established.

The audience segmentation analysis would strategically inform deployment of financial resources. As a result, the importance of the participation of relevant segments of the population cannot be overstated as survey ratings on campaigns conducted by governments scored relatively low on both criteria and process (Yee 2010). These ratings from the survey paint a bleak picture and doubt on public communication campaigns conducted by governments.

The internal planning process also involves campaign message development. This is why the Communication Approach (2014) employs phased communication approach which involves content development inclusive of campaign messages and distribution thereof, to all government communicators, development of art work for approval, forge partnership with media houses including live broadcast crew, launch communication and mobilisation campaign. Rensburg and Cant (2009) accentuate that the campaign messages must be explicit and unambiguously reflect the meaning of the content that is aimed at the targeted stakeholders. Meanwhile the Communication Approach illuminates the campaign's key message, the key theme of the imbizos Government Approach (2014) "together moving South Africa forward" and the sub-themes are:

- Together we will ensure accelerated basic services delivery;
- Moving forward with speed to accelerate job opportunities and inclusive economic growth;
- Moving forward with speed to ensure the safety and security of our people; and
- Moving with speed to settle our people in sustainable human settlement.

The implementation of the plan and monitoring the process of the campaign need to be reflected. Rensburg and Cant (2009) warn that the stakeholders that are mainly heterogeneous and geographically spread may cause difficulties for the campaign. There is therefore a need for audience or stakeholders segmentation. The Communication Approach (2014) asserts that the Izimbizo model emphasise the establishment of structures and processes such as sub-teams on communications to implement the communication strategy and action plan. The sub-committees are representative of all relevant structures from the spheres of government with given tasks to perform under specified timeframes.

The sub-committee team will be guided by media plan which will contain own objectives based on audience segmentation analysis. The team will be dispatched to the targeted media houses and spokespersons will also be identified. More resources will be deployed to media with more viewership/listenership. The Broadcast Council of South Africa revealed in June 2017 that SABC 1 takes 69% share of the South African viewership during primetime 19h00-21h30, followed by SABC 2 with 50% and ETV with 36% share (Marklives 2017). Whereas Radio listenership is led by Ukhozi FM with 7.5 million listenership, followed by Metro FM with 6.8 Million. The listenership in the Limpopo region is led by Thobela FM with about 3 Million listenership (Business Tech, 2016). Accordingly, these statistics guide the communication sub-committee's engagement with media houses and deployment of resources for the campaign to get a broader reach of the citizens.

*(i) The effectiveness of SOPA*

According to Henley (1984:121), awareness refers to "self-reports indicating that observer consciously sees a stimulus". In this regard, citizen awareness is a situation in which people are conscious of the issues around them (Skinner *et al* 2004 and Belch *et al* 2012). In the context of this study, citizen awareness refers to the stakeholder/citizens knowledge and understanding of various initiatives or programmes that government intends to communicate with them. Inherently, awareness must be able to grab attention of the audience/stakeholder, ignite strong emotions of the audience and link process to the outcome. The theory of consumer behavior also indicate

that consumers do allocate the time and resources in a way that maximise satisfaction of their wants and needs. This is due to the power and influence of awareness tools employed to communicate the message. Hence the renowned social researcher, Hugh Mackay suggested that a positive reaction to the advertisement may be affirmation that your campaign is supported (Belch *et al* 2012).

The Communication Approach (2014) indicate that the Izimbizo communication approach emphasise media liaison, media briefing, interview, opinion pieces, speeches, advisories, loud hailing and media statements as awareness techniques. It also involves product distribution such as posters/leaflets and publishing of information on the website and use of social media to create awareness (Watson and Noble 2007). Furthermore, the “Basket Approach” is followed where public representatives conduct door to door household visits, walk about to service delivery stalls at the venue, community engagement, mainstream and community media engagement to fortify the campaign awareness (Communication Approach 2014).

According Ehlers (2010) more resources are required to conduct public communication campaign, as inadequate allocation of resources and efforts to the campaign often lead to many citizens not being reached by service. The resources and efforts refer to budget allocation, human resource with the requisite expertise, transport, materials such as leaflets, pamphlets and posters play an important role of awareness strategy before and during campaign implementation. Hence, the budget allocation for GCIS to run the campaigns have gradually increased, As Kiwanuka-Tondo *et al* (2002) posit from a successful Ugandan experience, organisations with more financial resources are able to reach more audience as they could afford to pay more channels for their campaigns than those with less financial resources. Therefore, more media adverts, posters, leaflets can be executed in various mainstream with more emphasis on community media to enhance awareness if financial resources are sufficient.

## **(ii) Utility of citizens’ feedback**

According to Watson and Noble (2007) indicators of a campaign cycle, this is evaluation stage wherein assessment is done to determine the use/integration of feedback into the enterprise strategy/organisational strategic direction. The enterprise strategy refers to the ability to determine “basic goals, and the objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals” (Angelopulo and Barker 2013:29). Whilst, Baloyi and Lubinga (2017:2) suggest that “the government ought to ensure that further

feedback is provided as a follow-up to such gatherings in order to provide a cyclical communication process, an embodiment of effective communication”. In the context of this study, the enterprise strategy is a plan that the organisation develops in order to successfully obtain active participation of citizens in the public affairs and further solicit feedback from the same citizens. This assertion on strategic management is used to primarily fortify the much needed relationship with citizens as stakeholders.

Therefore, the environmental scanning is fundamentally important for the development of communication strategy. As Mabelebele (2007:111) pointed out concisely that the environmental scanning or analysis helps to “identify possible gaps in the Izimbizo communication strategy framework for possible improvement”. In this regard, Ehlers and Lazenby (2010) emphasised that the environmental scanning should involve stakeholders and be properly understood by stakeholders at all levels, as it is critical to the strategic management of ensuring continued success of the organisation. According to Ehlers and Lazenby (2010), environmental scanning scrutinises the organisational’ Strength, Weaknesses, Opportunities and Threats which are commonly referred to as (SWOT) analysis looking into both internal and external environmental factors.

- ***Internal Environmental Analysis***

Internal analysis evaluates the strength and the weaknesses of the organisation. The resources mobilised to work productively for the campaign need to be analysed. The inadequate allocation of resources and efforts to the campaign may lead to many citizens not being reached by service (Communication Approach 2014 & *Ehlers et al* 2010). The resources and efforts refers to budget allocation and human resource with the requisite expertise. Human resource expertise enables the organisation to interpret law properly through law practitioners, design organisational strategy that is responsive to stakeholder needs through human resource practioners. Additionally, Robbins, Odendaal and Roodt (2004) argue that flat structure is viewed as appropriate for faster communication, less bureaucracy and thus effective, since a level of authority is easily reached unlike a structure with many layers.

According to Robbins *et al* (2004), organisational structure create an environment that enable a controlled and regulated communication each managerial position is given a place in the chain of command and each manager is given a degree of authority in order to meet his or her responsibilities. Hence it is necessary that organisational sections/directorates occupied by

human resource with technical knowledge in all fields to increase the organisation's competitive edge. Furthermore it immensely add to the reputational/brand image of the organisation which is an important internal factor of the organisation. The capacity of internal staff responsible for communication is critical in the development of the communication strategy for the campaign. Grunig (2001) advance that communication programmes should result in quality long term relationship between the organisation and its stakeholders. Therefore the planning part of the campaign, the implementation of the campaign and solicitation of feedback from the stakeholders rest in the capacity of the internal staff.

- ***External Environmental Analysis***

The economic, political, technological factors, ecological and social factors are important areas to be explored in order to properly understand the external environment of the organisation (Netshitomboni 2007, Ehlers *et al* 2010 & Communication Approach, 2014). As a result, the opportunities and threats facing the organisation will then be unmasked to help the organisation navigate strategic path.

On economic factors, Statistics South Africa (2017) point out that the global economic environment, rising costs of living with recession looming, high unemployment and insufficient economic opportunities continue to dampen the mood of citizens. Accordingly, the stability/instability in the political space is likely to encourage/discourage participation of stakeholders in the campaign (Statistics South Africa Report, 2014).

On the advanced technological factors, the infrastructure such as internet, devices such as smart phones and platforms available such government websites and social media contribute immensely to the success of the campaign. As literature revealed that changes in the current communication environment, and further indicates that more and more citizens resort to online platforms to interact (Nel 1998, Kiwanuka-Tondo *et al* 2002 and Heinze, Shneider & Ferie 2013). In corroboration, Zephoria Digital Marketing report that a staggering 2.01 Billion people have subscribed to facebook, whilst 328 Million have subscribed to Twitter by August 2017, which are some of the biggest social media platforms in the world. It is therefore necessary for organisations to incorporate the element of technology as it is critical to the effective implementation of the organisational/enterprise strategy.

On the ecological factors, Ehlers *et al* (2010) refers to ecology the relationship of air, water, soil and the physical environment. According to Ehlers *et al* (2010), the organisations with physical environmental policies and strategies respond better to climate change as earth tremors, extreme heat, draught, waves and rains as recently observed in South Africa. The interventions includes disaster management policies as ecology has inevitable adverse effects on production.

On social factors, the economic impact on society as advanced by Statistics South Africa (2017) has effect on people's lifestyles such as buying patterns. Naturally a nation with buying power becomes active in their own rights and engage meaningfully in social activities. As Belch *et al* (2012) indicate that proper and strategic scrutiny of external factors such as stakeholders/audience psychographics as well demographics is fundamentally important. Therefore, the analysis of personality traits, values, attitudes, interests, and their lifestyles as well as competitors gives the organisation competitive edge. As Du Plooy 2001 argue that demographics which includes to a statistical characteristics of a human population inclusive of age, gender, educational level and income are equally important and should form part of the database of stakeholders. Importantly Belch *et al* (2012) assert that database will enable the organisation to fully understand the needs of stakeholders and accordingly bespoke messages as and when required.

### **3.4 THE EFFECTIVENESS OF THE PUBLIC COMMUNICATION CAMPAIGN**

The effectiveness of public communication campaigns can be seen or experienced when a positive response is solicited from the stakeholders (Bowler & Goliath 2015). The effectiveness of public communication campaign is intractably related to organisational effectiveness which refers to an organisation that is able to efficiently mobilise and guide resources towards mission fulfillment and goal achievement in the organisation (Heilman & Kennedy-Phillips, 2011). Therefore, the results that are generated from the campaign reflects the level of effectiveness of the organisations, and could be determined through statistics in terms of performance outputs. Hence Rensburg and Cant (2009:198) corroborate that "effectiveness is an outcome of objective fulfillment". Thus the organisational effectiveness in the context of this study refers to the ability of the campaign to achieve its set objectives. The organisational structure has major role in determining organisational effectiveness (Robbins *et al* 2004). Primarily because organisational structure dictates on how the job tasks are formally divided and coordinated in the organisation, consequently it wields strategic influence on performance, objective and goal achieving ability.

The elements of organisational structure are job specialisation, departmentalisation, chain of command, span of control centralisation and decentralisation of tasks (Robbins *et al*/2004). These elements are enabled through various designs of organisational structure. The flat/simple structure departmentalise tasks with two to three vertical layers and clear accountability illustration and centralised authority regime. Therefore, decision-making is much quicker thus making organisation to achieve its objectives as planned without bureaucratic delays. As quicker decision making may enable a projects to be implemented within the set timeframes. The bureaucracy structure is characterised of strict rules and regulation, functionalised departments with centralised authority. The government is a perfect example as it is supposed to follow stricter legislations such as public finance management procedures act used to unlock funds, and promotion of access to information act procedures. Therefore, decision making may take long as it is comprised of many vertical layers that promote bureaucracy. For instance, recommendations and approval need to be sought at various levels of authority which inevitably causing delays in the execution of tasks or delivery of services. This structure is more relevant and applicable to this study. Since, government operate under strict regulations that clearly outlines responsibilities, process and procedure that need to be followed to the latter, such as the use of public finances (the Constitution of the Republic of South Africa 1996: 104). Whilst the matrix structure deals mainly with job specialisation and the authority is decentralised. Therefore posing difficulties in coordination due to dual chain of command as accountability lies on two areas, the departmental manager and product manager. The organisational structure is undoubtedly critical to the organisational effectiveness in terms of stakeholder (citizens) relationship.

### **3.5 SUMMARY**

The in-depth discussion on public communication campaign run by government in a form of izimbizo as the crux of the study was provided to answer to the study objectives as set in Chapter one. Furthermore, and the concept of government communication citizens was defined. The effectiveness of public communication campaigns were explained accordingly in the context of public communication. The discussions have helped the study to obtain proper theoretical analysis and understanding of the phenomenon characterising the state of the province (SOPA) as public communication. The next chapter delves into the research methodology.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

The previous chapter laid the theoretical basis of this study that thoroughly clarified literature around Izimbizo as a public communication campaign model used by South African government. The elements of public communication campaign phenomenon were discussed in-depth to lay the basis for proper understanding of the purpose of the study, which is to analyse the effectiveness of SOPA as a public communication campaign in Limpopo, South Africa.

In this chapter, the research methodology applied on this study is discussed. The methodology will outline the strategy followed when collecting and analysing data. It include research design, data collection methods, population, sampling methods concepts, data analysis techniques and time dimension. Furthermore, reliability and validity, and ethical considerations of the study are discussed to confirm the data measurements, as it is critical to addressing the purpose of the study.

#### **4.2 RESEARCH DESIGN**

The mixed method design was used in this study. The mixed method is related to the work of Campell and Fiske (1959) who regarded it as a “convergent and discriminant validation by the multitrait and multimethods matrix” (Campell and Fiske 1959:56). These views were later advocated by scholars such as Creswell in 1980s. Hence Clarke (2005:59) concurred and defined the mixed method as a “combination of methodologies deployed to study the same phenomena”. The combination of methodologies involved the use of both qualitative and quantitative approaches on a single study. In addition, Creswell (2014) maintain that the mixed method approach integrate two forms of data to give complete understanding of the research problem. Punch (2005) suggests that the strengths and weaknesses of both approaches need to be properly understood in order to appropriately use it to analyse particular situations. Accordingly, the mixed method approach enabled the study to obtain and emerge with a better understanding of a phenomenon from positivist and intepretivist perspective. Meanwhile Clarke (2005), Terre



Blanche, Durheim & Painter and Creswell (2014) accentuate that the incorporation of data that come from different sources through deployment of combination of quantitative and qualitative approach, in a form of interviews and self-administered survey questionnaire provide a rich depiction of the phenomenon.

In this study, the design was quantitative and qualitative based on the theoretical framework of positivist and interpretivist paradigms that enabled the researcher to emerge with descriptive and interpretive analysis. This enabled the study to achieve both the exploratory and descriptive objectives. In corroboration, Miles and Huberman (1994) postulate that the mixed method design helps to produce types of data that could be useful for descriptive exploratory and confirmatory purposes. Both the quantitative and qualitative approaches ran parallel in this study as each approach had its weaknesses and strengths.

The father of positivism, Auguste Comte advances the ideas of positivism which posit that a phenomenon can only be scientifically and logically understood in order to provide an objective prediction of matters in the organisation, through quantitative study (Babbie & Mouton 2001). Thus ignoring and rejecting the belief that deeper underlying factors characterising the phenomenon are significant, but focus more on empirical evidence as a determining factor (Babbie *et al* 2001). It is further indicated that the quantitative design enables the study to gather large amounts of data about variables in a quantifiable manner through descriptive statistics and percentages (Du Plooy 2009). Therefore quantity is fundamental and determining factor on organisational decisions.

On the other hand, the qualitative design is primarily rooted within interpretivist paradigm which suggests that human life can be properly understood from within (Wagner *et al* 2012). According to Babbie *et al* (2001: 28) “people are conceived, not primarily as biological organisms, but firstly and foremost as conscious, self-directing, symbolic human beings”. Therefore interpretivist paradigm enables the study to solicit understanding of the views and deeper underlying factors of the problem.

The below discussion on data collection methods will unpack how both the quantitative and qualitative data was solicited.

### **4.3 DATA COLLECTION METHODS**

The methodology of this research included a survey and interviews. These are strategies which the study has employed to collect data. The test-retest reliability was conducted to ensure measuring stability of the data collection methods which were survey and interviews.

### 4.3.1 Survey

According to Du Plooy (2009), survey is based on quantitative design which enables the study to gather large amounts of data about variables in a quantifiable manner. The survey enabled logical or scientific understanding of SOPA to provide an objective prediction of related matters in the organisation. Babbie *et al* (2001) emphasised that empirical evidence is fundamental in understanding a phenomenon in the context of quantitative study. In this regard, the survey was done through self-administered questionnaires that have addressed the descriptive study objectives.

The self-administered survey questionnaire comprised of statements on five point Likert scale that helped the study to emerge with descriptive analysis of the research (Terre Blanche *et al* 2006 & Du Plooy 2009). The questionnaires were sent to citizens/respondents who attended SOPA public viewing are in Mokwakwaila village to complete and return. The citizens were randomly provided with questionnaires by the researcher. The researcher further asked each participant about their attendance of SOPA public viewing and the assurance was given.

Accordingly, the variables were presented in a form of closed ended questions or statements based on the units of analysis using matrix items Likert scale. Consequently the attitudes/feelings/judgment of the respondents provided an empirical view on number of issues. Du Plooy (2009) contend that the respondents would be expected to select the option that reflects those attitude, opinion or judgment based on a specific variable. The Likert scale was used to assess the degree or level to which respondents agrees or disagrees to the statements.

The Likert scale five point continuum was pre-coded, all the answers were grouped according to the numerals. Du Plooy (2009) further postulate that the advantages of the likert scale use, is that the questions are standardised and categorised in scales which only require the respondent to easily cross or tick.

The survey questionnaire was divided into various sections. The first section comprised of Question 1 to 5, the questions aimed at understanding the demographics of the citizens/participants, their age, gender, occupations, means of transport and medium of communication they use. The second section was comprised of various parts;

Part 1: Before SOPA- which comprised of two likert scale questions related to awareness of the campaign which entailed planning aspect.

Part 2: During SOPA- which comprised of four likert scale questions that dealt with the effectiveness of the campaign.

Part 3: After SOPA which is comprised of eight likert scale questions that dealt with the utility of feedback.

Furthermore the last question on the questionnaire dealt with suggestions from the participants about future improvements of the campaign.

The pilot study was conducted in order to test the methods and examine the feasibility of the approach. This provided the researcher with opportunity to revise and improve the method. The following were realised and improved, participants did not return the questionnaires as per instruction. The researcher had to go collect from individuals. Hence the strategy/approach worked during the actual study as more questionnaires were successfully collected physically. Some of the questions/ statements had to be revised because participants did not understand during pilot.

#### **4.3.2 Interviews**

The Interview is a data collection technique that facilitates the obtaining of underlying issues and direct explanation for human actions through speech interactions (Creswell 2014). It is through interviews that the study was able to make sense of people's experiences and feelings as they occur.

In this study, the interviews were conducted in a natural setting, especially in the various offices of work of the communicators. A convenience sampling was employed to target all eight communicators which constitute the staff establishment of the Legislature communication section, however only five were accessed and interviewed. Importantly, Terre Blanche *et al* (2006) emphasised that interviewer should have interview schedule/ interview guide containing the questions, use a recording device to transcribe the proceedings but should seek consent from communicators. Although Babbie *et al* (2001) and Terre Blanche *et al* (2012) emphasised that recording is important to keep full records of proceedings without distraction, the interviewer needed to guard against losing close interaction and intimacy of the encounter with interviewees which are communicators/campaign planners. Essentially, the questions were standard to all communicators meaning that the wording was the same for each. The interview guide which encompassed interview questions was designed. The interview guide contained the following questions which sought to address the study objectives.

- (i) *How do you go about in planning the SOPA? This question entailed the following points to address the awareness objectives of the study.*
- The process of developing campaign message and the linkage to organisational goals
  - The media channels employed to communicate the messages
- (ii) *The achievements which make SOPA to be an important government programme? This question entailed the following points to also address the study objective relating to the effectiveness as measured by awareness and utility of feedback.*
- Collection of feedback from publics after SOPA
  - The use of feedback to guide future planning of SOPA and government Programmes
  - The impact on the level of citizens' happiness about SOPA
  - The fulfillment of promises made during SOPA and
  - Attainment of organisational goals
  - Budgetary constraints
  - Resource challenges such transport and human ineffectiveness
  - Poor messaging and/language used during SOPA

The pilot study was conducted and the following were refined and improved as a result. The timing of the interview had to be changed from normal working hours to lunch. This is because participants' attention were divided during working hours as they had to also attend to work related matters during interview. The questions had to be refined also, because some were not clear and had to be asked several times using different words.

#### **4.4 TIME DIMENSION**

According to Du Plooy (2009) a study that is conducted at a single point in time is called cross sectional. Therefore this study was as cross-sectional study that have taken place in one month as determined time to collect data from the citizens and SOPA public viewing planners who are communicators in the Limpopo Legislature. Advantageously, the cross sectional study eased pressure on the study as little or no expense was incurred although it has internal and external validity threats (Du Plooy 2009).

#### **4.5 POPULATION AND SAMPLE**

The population and sampling method pursued would be discussed to illuminate the focus of the study. According to Du Plooy (2009:108), population refers to "group of aggregate of individuals, groups, organisations, social artifacts/objects, or social interactions and events". In this case,

population refers to the citizens who are stakeholders for SOPA public viewing and SOPA public viewing planners in the Limpopo Legislature. As Mouton (1996) indicated, citizens and communicators constitute elements that are relevant to the study and would further enable the study to describe and explain the phenomenon. Although all citizens and SOPA planners/communicators form part of the population for the study, the study have identified target and accessible population to work on since the study would not take census approach wherein all elements of the population would be counted.

#### **4.5.1 Target Population**

The target population for this research were the selected citizens of Mokwakwaila village as respondents in the SOPA public viewing event, as well as the communicators from the Legislature who are campaign planners. An emphasis was made for identification of accessible population that enabled researcher to obtain correct and representative findings as factors such as time constraints, costs issues would limit possibility to get the target population (Du Plooy 2009). In this case, the population was easy to access as they were known and are regular campaign planners/communicators.

#### **4.5.2 Sample**

According to Terre Blanche *et al* (2006), the drawn population is a sample as it becomes the cases to observe in the study. On the same breath, Wagner *et al* (2012) emphasise the requisite to select a fairly representative sample and prescribe a 10 percent ratio in a case of small populations of about 1000, but 30 per cent for a larger population of about 10 000. As Mouton (1996:136) emphasise that the “key concept of sampling is representativeness” to ensure truthfulness and faithfulness of the population the study covers. The sampling method was used to do proper selection in a population of about 400.

##### **(i) Sampling method**

The sampling method refers to a technique used to an arduous procedure of selecting units of analysis derived from the target/accessible population (Du Plooy 2009). The sampling method for this research was non-probability which implies that the sample selected does not have a probable chance of representing a target population (Du Plooy 2009). As a result, the findings of this study cannot be generalised. According to Terre Blanche *et al* (2012) non-

probability sampling closely relate to convenience sampling type which suggest that the respondents are convenient, accessible, willing to participate and hopefully corporative. Accordingly, the citizens who attended the campaign were drawn as a fairly representative sample (Wagner *et al* 2012). The SOPA public viewing is attended by about 400 citizens who were targeted in this study. For structured interviews, eight communicators from Legislature dealing with SOPA public viewing. This is based on convenience sampling type employed for the study. In his study Krejcie & Morgan (1970) sample size formula was used to determine the sample. The total number of 196 is used in this study and were randomly selected.

## **4.6 DATA ANALYSIS**

Data analysis refers to a systematic and meticulous process of illustrating and describing data through application of computer and narrative techniques. As Mouton (1996:161) puts it, data analysis is “construction of whole out parts”. In the context of this study, the quantitative data was described through statistical illustration, whilst the qualitative data was narrated through thematic analysis.

### **4.6.1 Data analysis from a survey**

The descriptive analysis that involved survey was done through statistical package for the social sciences (SPSS) programme for quantitative part of the study. The online analysis through SPSS has helped to determine the Likert scale five point continuum and converted the results into percentages through graphs and tables (Arkkerlin 2014).The Likert scale was comprised of pre-coded statements put on five point continuum that helped to measure the degree of agreement or disagreement of the participants/citizens with the statements (Babbie *et al* 2001). The coding supported the computer to read the data collected from the citizens and divided it according to each variable. The SPSS enabled the study to emerge with computer based interpretation for quantitative part of the study and provided sophisticated presentation of the results.

The total number of questionnaires were distributed to the participants. Despite attempts to collect all questionnaires distributed, only 101 were received from participants and used. Thus resulting in a reduced sample with the return rate of questionnaires that are slightly more than 50%. The questionnaires were distributed directly by the researcher, and the participants were advised to return them by email or fax. The researcher further visited the participants personally to collect

and those that were not accessed personally were called telephonically to return questionnaires. However some participants never return them back notwithstanding the mentioned attempts.

#### **4.6.2 Data Analysis from interviews**

The thematic analysis as advocated by Miles and Huberman (1994) was used to analyse data from structured interviews. Thematic analysis is defined as “the description of the main ideas from the messages drawn from the collected data” (Miles & Huberman 1994:2). Moreover, Terre Blanche *et al* (2006) link thematic analysis to interpretive analysis wherein empathetic understanding would be solicited during interviews as the interviewer and respondents closely interacted about SOPA planning processes undertaken.

According to Du Plooy (2009) the themes are important as they portrayed key assertions or ideas obtained from interviews. Hence Miles and Huberman (1994) presented the three synchronised process which included, firstly the meaningful reduction of data by simplifying it, secondly selection of relevant information from the notes taken, and lastly thematic display of data in an organised manner. The themes emanated from the data collected that related to research questions posed. Therefore Terre Blanche *et al* (2006) state the necessity to use of such terminologies or language. The analysis for this study was grouped in themes and elaborated.

#### **4.7 RELIABILITY AND VALIDITY OF DATA**

There is a general unanimity amongst scholars in terms of understanding the definition of reliability as a way of assessing quality of measurement of data (Babbie *et al* 2001, Terre Blanche 2006 & Du Plooy 2009). The measurement reliability of this study was achieved whereby a stable and consistent measurement of data was maintained to produce similar decisions/ similar measurements and conclusions after repeated over time. Hence the survey statements put on the Likert scale was made clearer with clarity to eliminate the elements that would constitute unreliability of the measure.

Importantly, a computer programme SPSS was employed to ensure that reliability coefficients was properly calculated (Du Plooy 2009). In terms of Reinard,s interpretation, the acceptable figure of reliability coefficients is 0.9 or higher which is regarded as extremely good, 0.80-0.89 as good and 0.70-0.79 as fairly acceptable (Du Plooy 2009). Whilst, Terre Blanche *et al* (2012) further argue that coefficients/figures or numbers are very key to establishing reliability if based



on objective laws, hence SPSS was deployed to fundamentally enhance the study's endeavours to achieve reliability.

In terms Terre Blanche (2006) and Miles and Huberman (1994), the inducing of themes for data analysis from interviews increase reliability of data as it emanate from the recorded discussions, and narrated in an organised manner. In addition, test-retest reliability was conducted to ensure measuring stability. Whilst, Du Plooy (2009) postulate that test-retest reliability may successfully assess consistency and accuracy of the measurement as same set of questions will emerge with same answer when asked in different times to same participants.

According to Du Plooy (2009:135) the validity of measurement is intractably linked to reliability of measurement as it "deals with the degree to which the measuring instrument we use actually measures what we intend or claim to have measured". Furthermore, Du Plooy (2009:135) argue that "by claiming that a measure is valid, we are implying that it is also reliable". Therefore the statements through Likert scale has enables proper measurement of the variables that were intended to really measure to ensure validity.

On the other hand, interviews have taken place on the same day to prevent undue influences in order to satisfy internal validity element of extraneous variable (Wagner *et al* 2012). The standardised questions were used for all participants. Inherently, this study fell short of satisfying the external validity aspect as findings would not be generalised as the researcher has employed non-probability sampling, which inevitably posed threats to reliability (Wagner *et al* 2012).

#### **4.8 ETHICAL CONSIDERATIONS**

According to Babbie *et al* (2001), ethical consideration involve balances and compromises between interests and rights of the stakeholders, in this case, it is the researcher, SOPA planners and citizens. The researcher correctly looked for data through survey and interviews. Importantly the rights of the citizens and SOPA public viewing planners were not trampled upon during the process. Babbie *et al* (2001) propagate for voluntary participation of participants, citizens and SOPA planners in the study. Hence, the researcher has ensured that informed consent was secured before conducting interviews, and that introductory letter for the survey questionnaire outlined for the purpose. The researcher ensured commitment on securing privacy, confidentiality and anonymity of the respondents. The participants were also guaranteed the same before the interviews. As Du Plooy (2009:193) suggest as first and foremost that ethical requirement need

to be fulfilled by “obtaining informed consent from respondents before collecting is virtually impossible due to absence of direct contact between respondents and the researcher”.

Accordingly, the approval was further sourced from the Secretary of the Legislature to conduct study and interview employees who work as communicators. This was done to minimise harm and avoid disciplinary actions against communicators and possible prosecution as a result of information that would be revealed by employees. Since Shanton *et al* (2004) accentuated the importance of applying strategies to gain access to the communicators in the Legislature by making proper arrangements with the Secretary of the Limpopo Legislature. The ethical clearance from the University of South Africa (Unisa) was also sought.

## **5 SUMMARY**

This chapter has outlined the research methodology that was applied on this study, with the intention to map out the entire strategy followed to collect and analyse data. It has consequently unpacked the research design employed, data collection methods, population and sampling methods concepts, data analysis techniques, and time dimension. Furthermore, reliability and validity, and ethical considerations of the study were thoroughly discussed to help in addressing data measurement tools, moral and principle matters of the study. The next chapter will deal with presentation of the results of the study.

## **CHAPTER 5**

### **PRESENTATION OF RESULTS AND ANALYSIS**

#### **5.1 INTRODUCTION**

The previous chapter discussed the fundamental methodological components relevant to the present study. The current chapter examines approaches used in dealing with the data that was collected for this study. All the data was accessed from the research questionnaires and interview guide intended to analyse the effectiveness of the State of the Province Address as a public communication campaign in Limpopo, South Africa.

This current chapter begins by discussing the framework that was used for analysing and interpreting the data before describing the characteristics of the research participants. This is then followed by the presentation of results and analysis of the results obtained on the participants of this study aimed at analysing the effectiveness of SOPA as a public communication campaign. The data collected from communicators who are campaign planners was done through interviews that took place in the Legislature offices. Most of the results in the current chapter are presented either through a tabular arrangement or in a diagrammatic format. The chapter will further discuss and interpret qualitative data and findings derived from the interviews conducted.

#### **5.2 QUANTITATIVE DATA PRESENTATION AND INTERPRETATION**

After the questionnaires were returned, they were screened to eliminate those that were incomplete as well as those in which the same question was answered throughout, which indicated that some of the respondents had not read the questions. This procedure was followed up with the capturing of the data on a Microsoft Excel computer package. The Excel document was then imported into the IBM Statistical Package for Social Sciences (SPSS) Statistics Version 25 where it was coded in preparation for data analysis. The data analysis involved several rigorous statistical tests such as reliability tests, correlation analysis, regression analysis, and mean score ranking. A comprehensive diagrammatic representation of the research path adopted for data analysis in the current study is also made in the next section.

### 5.2.1 Descriptive Statistics

Descriptive statistics are techniques that help to state the characteristics or appearance of sample data (Zikmund, Babin & Karr, 2013). Frequency tables and the mean score ranking technique are the major descriptive statistics employed in this study.

### 5.2.2 Frequency distributions

Frequency distributions such as percentages and graphs were utilised to display research findings. Frequency distributions are used to depict absolute and relative magnitudes, differences, proportions and trends (Zikmund, *et al.*, 2013). These methods use both horizontal and vertical bars to examine different elements of a given variable (Malhotra 2011). The use of frequency distributions facilitated the assessment of gender, age group, Age and level of formal education.

#### **Section A-Results of the Survey**

The questionnaire elicited information pertaining to the demographic characteristics of participants/citizens. The section addressed the following attributes pertaining to the respondents; Age group of respondents, Gender, Ethnicity, Language spoken, and Occupation. Each of these characteristics is discussed.

#### **Age group, Gender and Ethnicity of the participants**

For the purposes of data analysis the frequencies and percentages pertaining to the ages of respondents, Gender and Ethnicity were grouped as illustrated in Table 1.

**Table 5.1- Age group, Gender and Ethnicity of the participants**

	PERCENTAGES
Ethicity	African-100%
Age Group	31-35 Years-37.6% 36 and above-62.4%
Gender	Male-55% Female-45%

## Discussions and interpretation of findings

The expected respondents for the study derived from various age groups which mainly comprise of youth 31-35 Years and adults 36 and above years who normally attend SOPA. The age distribution indicate that a majority comprising of 62.4% of the respondents were aged 36 years and above, while 37.6% were aged between 31 and 35 years which represent youth.

The expected participants for this study where both males and females in terms of gender. The gender distribution of the participants is shown in Table 5.1 above. Unlike male citizens. Table 5.1 indicate a proportion of 45% of participants were females, and 55% males. The study population is also characterised of various ethnic groups that normally attend SOPA hence the necessity to determine the percentages per ethnic group.

### Language Spoken

**Table 5.2- Frequencies and Percentages of the Language Spoken by the participants (n=101)**

	Frequency	Percent
Sepedi	51	50.5
Tshivenda	23	22.8
Xitsonga	25	24.8
English	1	1
Afrikaans	1	1
<b>Total</b>	<b>101</b>	<b>100</b>

The population for the study use different language for day to day communication amongst themselves. Hence Table 5.2 indicate that about 50% of Sepedi speaking attends SOPA as compared to 25% Xitsonga and 23% Tshivenda, 1% English and 1% Afrikaner speaking. The English and Afrikaans speaking may have been drawn from the same African population. This revelation indicate that the population was predominantly Sepedi speaking in attendance.

### Occupation

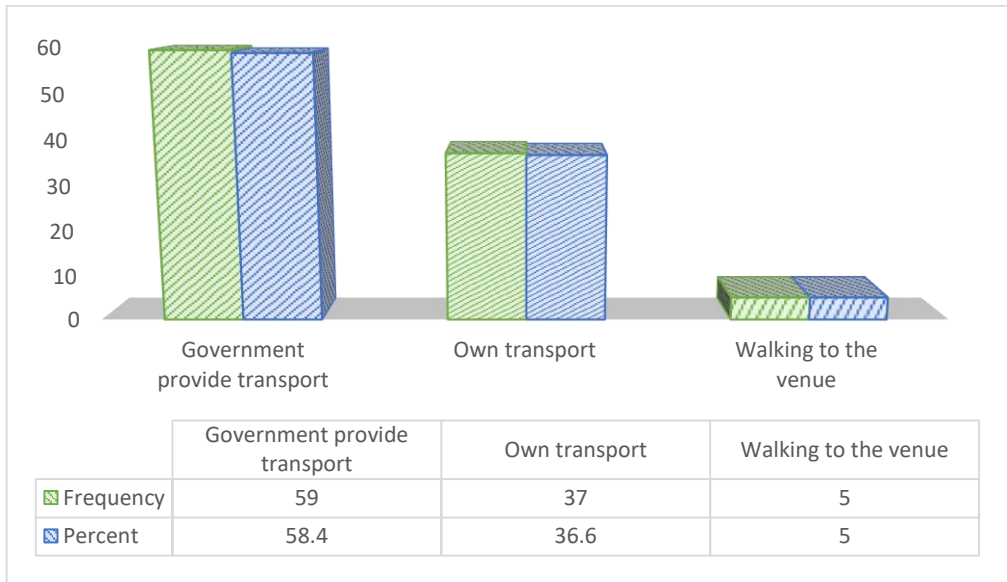
**Table 5.3- Participants' occupation**

	Frequency	Percent
Admin officer	9	9
Community Worker	9	9
Self employed	15	15
Teacher	11	11

Unemployed	25	25
Unit Manager	32	32
<b>Total</b>	<b>101</b>	<b>100</b>

The population for the study is comprised of citizens with various occupations who hold various interests in SOPA in relation to their respective occupations. It is assumed that their experience from occupation point of view will reveal various views on SOPA. Table 5.3 shows various occupations that participated in the study. It shows that the unemployed citizens takes majority of 25% of the population that attend SOPA, followed by self-employed with 15 % and Teachers with 11%. This finding indicate that most awareness and the actual event is perhaps done during working hours which exclude mainly the working class and school going citizens. It shows that only people who are full time based at home like the unemployed, working closer to home such as self-employed and teachers attends.

**Transportation to SOPA public viewing area**



**Figure 5. 1- Means to reach SOPA venue**

The participants who used government provided transport scored 58.4 % compared to 36.6 % of those who utilise own transport and 5% of citizens that walk to the venue. The Citizens access the SOPA venue through various means of transport in order to view the Premier’s speech.

**(i) Mediums for campaign advertisement awareness**

**Table 5.4-Mediums used for campaign**

	Frequency	Percent
National Television	17	16.8

National Radio	21	20.8
Community Television	3	3
Community Newspaper	23	22.8
Community Radio	6	5.9
Loud Hailing	12	11.9
Pamphlets	9	8.9
Posters	1	1
Organizational Website	9	8.9
Total	101	100

**(ii) messages**

The citizens are exposed to various mediums of communication regularly to access messages. It is therefore essential to evaluate which mediums of communication are instrumental in ensuring that government communication with stakeholders/citizens is effective and that the public is made aware of the campaign. Table 5.4 illustrate that about 22.8 % citizens got information about SOPA through community newspapers. Table 5.4 also reveal that about 20.8% of citizens got information from the national radio stations. This means that community radio stations are effective.

**Section B**

The Section B of the questionnaire was designed to analyse the effectiveness of SOPA public viewing areas as public communication campaign. The questions in this section will be divided into part 1, part 2 and part 3 eliciting information based on effectiveness of SOPA public viewing indicators.

The tables below are statistical summary of the responses. Descriptive statistics, namely percentages were used to analyse the data. In the information presented in tabular form, the numbers 1, 2, 3, 4 and 5 represent strongly agree, agree, disagree, neutral and strongly disagree, respectively. The frequencies are presented both numerically and as percentages to analyse the effectiveness of SOPA public viewing areas as public communication campaign, the frequencies and percentages for all 14 items were placed in a rank order.

Prevalence of items on the effectiveness of before, during and after SOPA for 101 participants.

**Table 5.5: Before SOPA**

		Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Before SOPA	B1.1	I learned about SOPA through awareness campaigns	68%	8%	5%	16%	3%
	B1.2	My knowledge of government services in my community was low	31%	32%	10%	23%	5%

### Discussion and interpretation of findings

This part 1 of section B encapsulate mainly awareness aspects that unfolded before SOPA and its effectiveness on the citizens. It was indicated that various means of communication is required to inform the citizens about SOPA (Bowler & Goliath, 2015). Table 5.5, B1.1 reveal that a staggering 68% citizens strongly agree and 8% agree that they learned about SOPA through awareness campaigns, whilst 31% citizens strongly agree and 32% agreeing that their knowledge of government services in their community was low, which means that now their knowledge has been enhanced through SOPA awareness campaign specifically on the public viewing. The statistics as illustrated on Table 5.5 also reveal significant success regarding awareness campaign.

**Table 5.6-During SOPA**

		Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
During SOPA	B2.1	I understood SOPA messages	69%	5%	13%	13%	0%
	B2.2	The language used on the speech was clear and understandable	45%	10%	19%	22%	5%
	B2.3	The SOPA venue was comfortable	31%	22%	21%	21%	6%
	B2.4	I now know that government is aware of my community's	26%	10%	37%	26%	2%



		service delivery matters					
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**Discussion and interpretation of Findings**

This part 2 of section B is aimed at providing developments that unfolded during the SOPA which encapsulate mainly language used, the SOPA message and comfort of the venue. This is the critical part of the campaign as the study would establish if the objectives of the campaign were achieved, which relate to the planning part of the campaign. This is consistent with preparation and planning stage of the campaign cycle which emphasise the setting of campaign objectives and the message appropriateness (Watson and Noble 2007).

According to Communication approach (2014) the Izimbizo objectives are, to encourage citizens' participation through a platform that promotes multi-way communication between government, people and various stakeholders, to encourage communication with the political head in an open and transparent manner amongst others. About 69% citizens on Table 5.6 B2.1 strongly agree that they understood SOPA messages, whilst B2.2 reveal that 45% strongly agree that the language used in the speech was clear and understandable however a worrying 22% disagree. It was further revealed on B2.3 that 31% strongly agree that the venue was comfortable whilst a significant 21% citizens disagree.

About 45% citizens strongly agreed and 10% also agreed that the language used was clear and understandable. This actually confirms the 69% of the citizens who indicated that they agree strongly to SOPA messages. This leaves a small margin of citizens who might have experienced difficulties of understanding English as it was the only language used during the speech. About 22 % of the citizens on B2.2 disagree that the language was clear and understandable, 19% were neutral whilst 5% strongly disagreed. Perhaps some amongst the 69% of citizens who understood SOPA messages derive from those who read the speech afterwards.

Table 5.6 B2.4 reveal that 37% citizens are neutral in terms of believing that the government is now aware of their community service delivery matters, whilst 26% strongly agree and disagree equally. This may be slightly affected by language used during presentation. This may mean that the message was not effective as majority of citizens had left without proper grasp of the government plans with regard to their service delivery matters.

**Table 5.7-After SOPA**

		Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
After SOPA	B3.1	After attending SOPA, I feel encouraged to participate on service delivery issues in my community	39%	6%	29%	22%	5%
	B3.2	SOPA helped me to know government priorities	31%	5%	18%	43%	4%
	B3.3	After attending SOPA, I am now aware of issues affecting my community	31%	9%	24%	29%	8%
	B3.4	I feel like I am adding value as a citizen when attending SOPA	26%	10%	29%	21%	15%
	B3.5	I will hold government accountable on issues that are not done through the Legislature	15%	15%	41%	14%	16%
	B3.6	After attending SOPA, I was asked for feedback	6%	22%	17%	14%	42%
	B3.7	I feel the feedback that is provided to SOPA is used to better governance	12%	12%	46%	10%	21%
	B3.8	I think government employees must follow-up on citizen's behavioral change after SOPA	48%	2%	11%	35%	4%

### ***Discussion and interpretation of findings***

The above illustration on part 3 of section B provides the feedback, attendance and participation around SOPA public viewing. Table 5.7 B3.1 reveal that 39% of citizens feel encouraged to participate on service delivery issues in their communities, whilst 43 % citizens on B3.2 strongly disagree that SOPA helped them to know government priorities. Arguably, this finding indicate that the citizens do not value the provincial programmes/priorities as compared to local government issues. This is because SOPA speak mainly of provincial priorities than local priorities that face communities on daily basis that are governed by local government. However B3.3 reveal

that 31% of citizens strongly agree that SOPA at least made them aware of issues affecting their communities. B3.4 29 % of citizens showed neutral feeling on whether citizens add value by attending SOPA. This finding might be informed by the fact that feedback is not solicited from the citizens after SOPA as B3.6 reveal that 42% strongly disagree that feedback was asked. Watson and Noble (2007) stresses that evaluation stage of the effective campaign cycle affirm that solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans is significant. This finding shows that interaction between campaign planners and the citizens is ineffective, hence majority of citizens indicated neutral feeling on whether they add value to SOPA, and also B3.5 shows 41% of citizens are not sure that they would hold government accountable. Hence B3.8 48% citizens reveal that government employees who are campaign planners should follow-up on citizen's behavioral changes after SOPA.

### **5.3 ANALYSIS OF THE QUANTITATIVE DATA**

This analysis is based on each question that constituted the survey questionnaire. Furthermore, this analysis will make reflections on the connection of the findings, literature and the research objectives.

On question 1, there is a reflection that most adults are more interested in the campaign than youth. This could be caused by the timing of the event as it happened during working hours of the week, because most youth are perceived to be at school or working/looking for work in the cities far from home. Analysis of the Table 5.1 provides that greater proportion of 55% of participants are males, and only 45% are females, which indicates that most males attend the campaign than females. This is caused by the awareness strategy that reaches mainly to males than females as reflected in Table 5.1 that 55% of the participants were males. The implication is that gender representation of attendance in the public viewing will not be achieved as female citizens would not access information thus less empowered about government programmes.

On Question 2, 100 percent of participants were Africans despite presence of other groups such as whites and Indians in the community. This is caused by the fact that most whites and Indians in Mokwakwaila Village are businessman who would inevitably be operating at the time of the event. It is also caused by lack of information about SOPA amongst the whites and Indian communities.

This finding on question 3 indicate that the awareness about the campaign exclude other important occupations which exposes campaign's ineffectiveness to a lesser extent. This is not consistent with literature, as Skinner *et al* (2004) accentuate that citizen awareness need to make all people conscious of the issues around them.

The manner in which citizens access the venue as indicated question 4 arguably has a bearing on the success of the event taking into consideration the attendance rate. Although the SOPA public viewing venue is strategically located in the area closer to communities for easy access, not all citizens can access it though. Hence transport to ferry people is necessary. At a level of strategy development of the campaign, the audience segmentation analysis in the environmental scanning should be made to strategically inform deployment of resources such as transport. In justification of the latter, Yee (2010) postulated that survey campaigns conducted by governments are relatively low on both criteria and process, meaning that issues such as transport resources could be ignored in the process of planning. Hence is necessary for campaign planners to deploy resources towards assisting citizens without transport to access the venue. The revelation from figure 5.1 confirms the necessity of providing transport as citizens who used government provided transport scored 58.4 % compared to 36.6 % of those who utilise own transport and 5% of citizens that walk to the venue.

On question 5 table 5.4, the finding is consistent with the Broadcast Council of South Africa statistics revealed in June 2017 that radio listenership in Limpopo region is led by Thobela FM which uses local language with about 3 Million listenership according to Business Tech (2016). This confirms the importance of development communication which emphasise the use of local language in communication as advanced by Government Communication and Information Systems (GCIS). The GCIS is responsible for ensuring that all the citizens of South Africa are informed about government programmes through all the official languages (Government and Communications 2000). Furthermore the chart on table 5.4 reveal that citizens also access SOPA messages through national television which take about 16.8 and lesser percentages on loud hailing, posters and organisational website.

Part 1 of the questionnaire revealed that the SOPA awareness campaign on public viewing was significantly successful thus effective because it made impact 32 % citizens. As Watson and Noble (2007) indicated amongst others, that the media liaison, media briefing, interview, opinion pieces, speeches, advisories, loud hailing and media statements are crucial awareness techniques to be done at implementation stage of the effective campaign.

Furthermore, the internal planning process seem to have worked successfully. Consistent with Izimbizo model, the planning which entail the setting of objectives as a critical step that illuminates the campaign's intent and direction was successful (Communication Approach 2014). In this case the campaign plan has significantly succeeded as significant number of people got campaign messages through awareness and understood it. Therefore the internal planning process objective is achieved as processes discussed indicated that proper panning of the campaign is done.

On part 2 of the questionnaire, Skinner *et al* (2004) indicate that public communication campaign serves to implement programmes aimed at building mutual understanding and relationship between the organisation and its stakeholders. Furthermore the efforts as posited by Motion (2005) that the engagement of citizens and organised stakeholders politically and ideologically help to normalise and legitimise democratic governance discourse and programmes is compromised. Hence the 37% citizens who are neutral and 26% disagreeing that they know that government is aware of their service delivery matters is a worrying revelation and it defeats the aim of the SOPA public viewing event. This revelation may also probably weaken organisation's long-term relationship with stakeholders and reduce/eradicate the citizen power to participate in government programmes (Arnstein 1969 & *Gruning et al* 2001). It is against this background that the study objective relating to effectiveness of the SOPA public viewing areas is achieved. The indications from the study indicate that the SOPA public viewing area is not effective as there is no indication to show that the participants are empowered. This is against the views advocated by Morrissey (2000) suggesting that public participation development indicator should make impact referring to participation on self-development and community capacity. In this case, the impact will only be known through participant/community satisfaction, when participants have capacity of saying they understood the Premier's speech and further indicate that the speech has positively changed their perception about government.

The statements on part 3 of the questionnaire reveal the feelings of the citizens, thus confirming or refuting amongst others, the revelations of the Human Sciences Research Council (HSRC) study on levels of public participation in legislative processes. According to Houston (2001) the HSRC study revealed that 88, 7 percent of people never ask provincial Member of Parliament for help, and 95, 8 % never attend public hearings. Consequently, it will show if the SOPA as public communication campaign was able to achieve enterprise/organisational goals. The aim as reflected in the performance plan of communication section of the Legislature, is to ensure that

citizens are well informed and further participate in government programmes hence SOPA public viewing events (Limpopo Legislature Annual Performance Plan 2016/17). Lack of solicitation of feedback also discourages citizens to participate in government programmes. The revealed finding about lack of feedback during campaigns fortifies Baloyi and Lubinga (2017)'s argument that feedback on public communication campaigns such as izimbizo is mostly inadequate thus rendering the process futile. The feedback interactions play critical role in assisting the campaign planners to establish if the objectives of the campaign such as change of citizen' perceptions about the government are achieved which reflect on organisational effectiveness. Furthermore feedback help the campaign planners to adjust strategies based on observations and inputs from participants after the campaign. Hence, Lake (2016) accentuate the need for campaign planners to track the results of the campaign and consider modifying the original plan to keep up with the modern requirements and changes in the environment in which the organisation operates. Essentially, the modification of original plans create a possibility for effective public communication campaign. Furthermore, this revelation is inconsistent with the views suggesting that effective communication and the effectiveness of public communication campaign can be seen when a positive response is solicited from the stakeholder (Bowler & Goliath 2015).

It is against this backdrop to conclude that the campaign did not succeed in achieving its goals of ensuring that citizens participate more on Legislative matters such as holding government to account. Furthermore, there is enormous ignorance on the part of campaign planners to solicit feedback from the citizens after SOPA. This conclusion is related to the study objective about the effectiveness of public communication campaign as measured by effect on enterprise strategy goals. Lastly, the results and findings emanating for the questionnaire mainly revolve around the lack of feedback and the need thereof.

#### **5.4 QUALITATIVE DATA PRESENTATION AND INTERPRETATION**

The interpretation was generated from interviews with communicators in the Limpopo Legislature, although eight communicators were targeted from Limpopo Legislature, only five participants were accessed. The transcripts from interviews are attached as annexure, and the data culminated in thematic analysis. The three fold synchronised process approach has underpinned the analysis of data collected from the interviews conducted with five participants in the Limpopo Legislature, wherein the data was discerned, examined and interpreted in meaningful themes (Miles & Hurberman 1994). The data analysis section has been discussed in the previous chapter, and the following is the summary of interviews presented in a form of themes.

The themes are categorised as, SOPA planning process, the effectiveness of SOPA and utility of feedback. The themes encapsulates matters relevant to elements of SOPA as public communication campaign as reflected through study objectives. All these themes entail various elements delineated from the main research problem.

#### **5.4.1 SOPA Internal Planning Process**

All the participants indicated that in the initial planning stage, the Legislature established various sub-committees responsible for organising SOPA, amongst them was Communication Sub-Committee responsible for informing and mobilising the public. The Communication Sub-Committee consequently put-up a team of government communicators consisting of communicators in the Legislature, Office of the Premier, Government Communications and Information Systems (GCIS) and the host Municipality which are Campaign Planners. This is consistent with Government Communication Approach (2014) which assert that the izimbizo model emphasise the establishment of structures and processes such as sub-teams on communications to implement the communication strategy and action plan.

The team then developed media messages in line with their strategic objective and utilised adverts on the community and provincial radio stations, pamphlets, local newspapers and national newspapers such as Sowetan and City press to inform the public about SOPA, with focus mainly on the external public (citizens). Participant was indicated that;

*“We rely mainly on print media and electronic media. Actually not all of them, basically focus on provincial media houses and popular national ones, Sowetan and City Press” Participant A.*

The television channel 408 and community/provincial radio stations was used for live broadcast of the event during the day. Furthermore, the pamphlets messages were also designed creatively by the graphic designer based in the Legislature which fairly indicate internal strength of the organisation. However, the messages in the pamphlets were written in English. Whilst messages that are communicated through provincial and community radio stations were communicated through local languages.

It was indicated that the campaign objectives derive from organisational goals as reflected in the annual performance plan of the communication section. One participant reported that

*“When we are preparing for the SOPA, we link with the strategic objectives of the section”.*

*Participant A.*

In most media channels used, it appears that there were no engagements with the public about SOPA matters but it was just campaign messages developed to inform the public to attend the event except few occasions where the Speaker was allocated spaces on provincial and community radio stations for interview purposes.

It was indicated during interviews that;

*“We do preparations like alerting the media that we are going to have this event through adverts, interviews. We have pre and post interviews for the Speaker”. Participant D.*

It was strongly indicated during interviews that the resources allocated to the campaign especially budget was not sufficient to carry out the tasks. One participant has indicated that;

*“To be honest with you, SOPA is zero budget under communication because even the entire budget that we are given for the financial year, it’s none, is not close to the input that we do”*  
*Participant A.*

However, the availability of financial resources enabled the use of more media adverts, posters and leaflets. Finally, press conference was arranged for the Premier to interact with the media regarding the matters raised in the speech. The media interviews for the Speaker to talk to the public through radio stations were also arranged.

#### **5.4.2 Effectiveness of SOPA**

The participants have indicated that the community/citizens did not understand what SOPA is and cannot make distinction of the different arms of government. According to the participant/communicator, about 90% of the people they met during their pre-SOPA campaign did not know who the Premier is, which underline the challenges relating to the Citizen’s awareness/knowledge about SOPA and Officials’ understanding of community/citizens challenges and the linkage thereof. Some of the statements from participants are;

*“Let me say 90% of the people didn’t know who the Premier is, others are still thinking it its Mathale, others are saying Ramaphosa, others were really coming forth and say, we don’t know” Participant A.*

*“You know where I come from, if you ask them about SOPA, they will say NO, they don’t know about it” Participant A.*

According to “Basket Approach” advanced by Government Communication Approach (2014) the public representatives are supposed to conduct door to door household visits, walk about to service delivery stalls at the venue, community engagement, mainstream and community media engagement to fortify the campaign awareness and relate with community challenges and initiative, which is lacking in SOPA campaign except few occasions of radio interviews with the



Speaker only. However, some citizens indicated during radio interviews that they really take SOPA serious and raise their challenges. Hence Table 4 B1.1 on the survey questionnaire revealed that a staggering 68% citizens learned about SOPA through awareness.

### 5.4.3 Utility of feedback

The participants have strongly indicated that there is no follow-up mechanisms in place to the citizens and also on the pronouncements made by the Premier during SOPA. The participants indicated that;

*“I think we have not had an opportunity to get proper feedback as to how the event has progressed” Participant C.*

*“I have never had an opportunity to gauge on what has happened, whether their (citizens) expectations had been reached” Participant D.*

These revelations have exposed the gap that exist in the organisation with regard to sourcing of feedback from the citizens. However the participants have generally indicated that it is important to get feedback from the invitees/attendees in order to solicit views on how the event was organised, how the speech was delivered and how did they feel about the whole event. One participant also indicated that;

*“No No I don’t get feedback....mmmmmm...not really, but I think now that we have website where public can comment on the website and receive email” Participant E.*

The budget constraint had been once more mentioned by all participants highly as a major challenge as it limits the campaign to specific places and not able to stretch more to far flung areas. The participants also indicated that more media platforms could be reached if budget was adequate and technological innovations can also be implemented.

*“To be honest with you, SOPA is zero budget under communication because the entire budget that we are given for the financial year, its none, it’s not close to the input that we do every June” Participant A.*

The language used during the campaign appeared to be a minor challenge especially on pamphlets/flyers and during the presentation of the speech, however the organisation is able to utilise community radio stations and provincial radio stations that use local languages to communicate with the citizens, so the SOPA messages are linguistically accessible. The participants conceded and said

*“Due to the processes of printing, creating of plates what so ever. Our adverts on print, its only English but on audio and everything, because even when they broadcast it will be done in the provincial language”. Participant E.*

This pattern of language challenge was also revealed on the survey questionnaire B2.1 and B2.2 scored higher indicating that the messages were understood although language was indeed a minor challenge.

The other challenge that was widely raised by participants is that citizens do not differentiate the Legislature, Government and the Judiciary. They regard all institutions as responsible for delivery of services. A participant emphasised the issue of education to citizens around separation of powers and arms of government and said

*“When it comes to people, they don’t know that there is, there is province and there is local, they see government”. Participant B.*

The lack of synergy on the speech of the Premier and the Mayors was also raised as a challenge. According to the participants, the issues raised in the speech of the Premier during SOPA must also reflected on the speech of the Mayor during the State of the Municipality Address (SOMA) to ensure consistency and integrated understanding and approach to community issues.

## **5.5 ANALYSIS OF THE QUALITATIVE DATA**

This analysis is based on the following three themes, internal planning process, effectiveness of SOPA and the utility of feedback. This analysis will make reflections on the connection of the findings, literature linking them to the research objectives.

On SOPA planning process, the finding on this study has proven that SOPA campaign was an integral part of the organisational strategy as the campaign objectives and organisational goals were aligned. This is consistent with the argument by Heilman and Kennedy-Phillips (2011) who posits that combining goal achievement/attainment with mission fulfillment is critical to organisational effectiveness, and argue that division’s goals, department’s goals and the campaign objectives need to be aligned to ensure coherence.

It was indicated during interviews that the resources allocated to the campaign especially budget was not sufficient to carry out the tasks. As a result of the budgetary constraint, the communication team was unable to do things like buying media air-time for pre-SOPA activities. As Heilman and Kennedy-Phillips (2011) argue, the inadequate budget result in inequitable mobilisation and limited guidance of resources towards maximum mission fulfillment and goal achievement in the organisation which negatively impact on organisational effectiveness.

In view of the foregoing, the study objective related to the internal planning process of SOPA public viewing was addressed as the entire planning was done properly in accordance with the Izimbizo model.

On the effectiveness of SOPA. This is measured by awareness, attendance and participation elements, the team (communicators) developed media messages in line with their strategic objective and utilised adverts on the community and provincial radio stations, pamphlets, local newspapers and national newspapers such as Sowetan and City press to inform the public, with focus mainly on the external public (citizens). As communication approach (2014) emphasised that objectives are a critical step that illuminate the intent and direction of the campaign.

According to Arnstein (1969), the citizen participation which involves informing, consultation and placation indicates some level of tokenism and is also based on conventional manner of planning. Thus inhibiting a meaningful citizen/public participation during SOPA.

The study objective related to the effectiveness of SOPA public viewing area as measured by degree of awareness was then addressed. This is because of the fact that the awareness campaign was executed properly through the use of pamphlets and media. The media messages were also aligned to strategic objectives of the campaign to address enterprise strategy aspect. On the utility of feedback, the study findings have exposed the gap that exist in the organisation with regard to sourcing of feedback from the citizens. The solicitation of feedback from the citizens on SOPA promotes high level of degree of citizen power as it help in the mobilisation of ideas and opinions from the citizens that influence ultimate organisational decisions in future programmes. Hence *Grunig et al* (2001) advance that engaging citizens becomes an enabler of active interaction and participation that promotes two-way symmetrical communication. In corroboration, Morrissey (2000) also suggest that public participation development indicator should make impact referring to participation on self-development and community capacity. Therefore, the absence of feedback deny the organisation opportunity to improve on future programmes, deny the organisation opportunity to assess the level of citizens' happiness about SOPA. This finding has actually addressed the study objective that sought to describe the effectiveness of public communication campaign as measured by the utility of feedback.

According to Bowler and Goliath (2015), effectiveness of the communication campaign can be seen when a positive response is solicited from the stakeholder/citizens. The finding from this study indicate the failure of the campaign planners to solicit feedback have compromised the effectiveness of SOPA. Watson and Noble (2007) also stresses that evaluation stage of the

effective campaign cycle affirm that solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans is significant.

The main finding was again raised on budget in this instance which may negatively affect the campaign planners' ability to conduct feedback sessions. The budget constraint has been mentioned by all participants highly as a major challenge as it limits the campaign to specific places and not able to stretch more to far flung areas. It is difficult to achieve organisational objectives/goals if important programmes or items of the campaign are not sufficiently funded. As Heilman and Kennedy-Phillips (2011) argue, the inadequate budget result in inequitable mobilisation and limited guidance of resources towards maximum mission fulfillment and goal achievement in the organisation which negatively impact on organisational effectiveness.

## **5.6 SUMMARY**

This chapter has primarily dealt with data presentation and analysis from the survey and interviews with employees of the Limpopo Legislature. The quantitative data analysed using SPSS and interpreted, and furthermore thematic analysis was also provided to interpret the qualitative aspect of the study. The next chapter will deal with conclusion to briefly discuss findings in relation to the study objectives

## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

This chapter provides conclusions by highlighting the summary of the study findings and further provide answers for all the interview and survey questions. Chapter one dealt with contextualisation of the problem, outlined problem statement and the objectives. Chapter two and three dealt with the reviewing of the literature that provided theoretical grounding for the research. Chapter four dealt with research methodology and outlined in detail the research methods, sampling and data analysis aspects. Whilst, chapter five analysed and interpreted study findings. Therefore, this last chapter of the study reflect on the summary of the study findings and further provide conclusions on each research issues related to the study objectives. This provision of answers to all questions would link to the study objectives to provide an indication of the extent of the effectiveness of SOPA. Furthermore the recommendations for future research, and limitations of the study would also be outlined.

#### **6.2 CONCLUSIONS: SUMMARY OF THE STUDY FINDINGS AND THEIR RELATION TO THE STUDY OBJECTIVES**

The purpose of this study was to analyse the effectiveness of SOPA as a public communication campaign in Limpopo, South Africa. This re-stated purpose provide a background to which the ensuing summary of study findings is based and endeavors to address.

The following findings have reverberated prominently in both the quantitative and qualitative aspects of the study. The findings are a result of the questions that were linked to the research objectives. The study questions revolved around SOPA internal planning process, the effectiveness of SOPA public viewing as measured by the degree of awareness, attendance & participation and the effectiveness of SOPA public viewing as measured by the utility of feedback.

##### **6.2.1 The SOPA internal planning process**

The study revealed that SOPA campaign is planned accordingly with a view of achieving organisational mission and vision. The study clearly indicated during interviews that SOPA campaign is an integral part of the organisational strategy as the campaign objectives and organisational goals are aligned. This is consistent with preparation and planning stage of the

campaign cycle which emphasise on the setting of campaign objectives and the message appropriateness (Watson and Noble 2007).

This finding has evidently demonstrated an effective internal planning process of SOPA campaign in the Limpopo Legislature. It is on this basis that the study objective which speak to the internal planning process by the campaign planners/communication practitioners is addressed, and it is confirmed to be effective. It confirms the intention of the campaign planners to achieve the organisational mission and vision as seen by alignment of campaign objectives and organisational goals (Heilman and Kennedy-Phillips 2011 & Communication Approach 2014).

### **6.2.2 The effectiveness of SOPA as measured by the effectiveness of awareness, attendance and participation**

The study revealed that SOPA campaign awareness, attendance and participation is significantly sufficient. Hence Table 5.5 B1.1 revealed that a staggering 68% citizens strongly agree and 8% agree that they learned about SOPA through awareness campaigns, whilst 31% citizens strongly agree and 32 % agreeing that their knowledge of government services in their community was low. As Morrissey (2000) suggested that public participation development indicator should make impact referring to participation on self-development and community capacity.

The low level of citizen's knowledge about government programmes was also confirmed during Interviews that there are substantial challenges regarding citizen's knowledge about SOPA. It was indicated that there is lack of knowledge/education amongst citizens about government programmes during awareness campaign and during SOPA, in contrast to the Basket Approach advanced by Government Communication Approach (2014) where the public representatives are supposed to also conduct door to door household visits, walk about to service delivery stalls at the venue, community engagement to fortify the campaign awareness and relate with community challenges. However the study further confirmed that awareness campaign was able to enhance citizens' knowledge about SOPA through media adverts, as reflected by 32% of citizens who conceded that their knowledge of government programmes was low before awareness.

This finding has therefore addressed the study objective which is related to the effectiveness of SOPA public viewing areas as measured by the degree of awareness, attendance and participation. It has clearly shown the fact that awareness was significantly effective as many citizens were reached through awareness campaign. As Table 5.4 confirm that 22.8% of the

citizens were reached through Community Newspaper, and 20.8% citizens reached through National Radio Stations. Although the citizens' knowledge about SOPA/government programmes was low, meaning that awareness should be continuous with meaningful citizen participation inspired by two-way communication model.

### **6.2.3 The effectiveness of SOPA as measured by the utility of feedback.**

The study further revealed that gap exist in the organisation with regard to sourcing of feedback from the citizens after the campaign. As Baloyi and Lubinga (2017:2) suggested that “the government ought to ensure that further feedback is provided as a follow-up to such gatherings in order to provide a cyclical communication process, an embodiment of effective communication”. The assertion on the importance of feedback in public communication is reflected sharply in the Imbizo model as advanced by Communication Approach (2014). In addition, Watson and Noble (2007) emphasised that evaluation stage of the effective campaign cycle affirm that solicitation of feedback, and the subsequent use of the feedback by the Legislators to strengthen its strategic plans is significant. Table 5.5 B3.4 indicate that 29 % of citizens showed neutral feeling on whether citizens add value by attending SOPA. This finding might correctly be informed by the fact that feedback is not solicited from the citizens after SOPA, as Table 5 B3.6 reveal that 42% strongly disagree that feedback was asked.

The study, on Table 5.3 also revealed that 26.7 % of the unemployed attend SOPA public viewing which is majority by far amongst participants. This finding have clearly demonstrated that the campaign planners are unable to solicit feedback from the citizens after the event. The inability of the campaign planners to get feedback confirms the campaign's weaknesses and ineffectiveness as no measure of success in terms of achieving campaign objectives would be known (Bowler and Goliath (2015)). The revelations also indicate that larger segments of the community such as the school going citizens and the working class are excluded. These findings have actually addressed the study objective that relate to effectiveness of the public communication campaign as measured by the utility of feedback on enterprise strategy.

The budget constraint has been mentioned by all participants highly as major challenge as it limits the campaign to specific places and not able to stretch more to far flung areas, and to further access more media houses for advertisement purposes. This is clearly in contrast with the view advanced by Kiwanuka-Tondo *et al* (2002), organisations with more financial resources are able to reach more audience as they could afford to pay more channels for their campaigns.

### ***Relations of study findings to Izimbizo model and achievement of the study purpose***

The findings relating to the internal planning, the effectiveness of SOPA as measured by the degree of awareness, attendance and participation and the utility of feedback have unequivocally confirmed Izimbizo model. This is because the findings indicated that internal planning process and awareness were done whilst feedback was a challenge. The Izimbizo model approach, elements and processes espoused by Government Communication Approach (2014) provided clarity on how the government public campaign should be conducted. In corroboration, Watson and Noble (2007) outlined the stages of the effective campaign cycle to assist in evaluating the effectiveness. Morrissey (2000) also illuminated the indicators of citizen participation to that effect. All the elements, the stages of effective campaign and indicators of citizen participation were explicitly confirmed as important by respondents/participants.

Generally, the citizens have sharply proposed that SOPA campaign budget be increased and feedback mechanism be developed.

To this end, the study purpose was achieved, as evidence indicated that SOPA as a public communication campaign was effective in the planning and awareness stages, although ineffective in terms of soliciting feedback from the citizens.

### **6.3 RECOMMENDATIONS**

On the basis of these findings, the following recommendations are made for future study,

- That the extent at which the internal planning process undertaken by campaign planners contributes towards achieving campaign objectives.
- The campaign planners to explore ways in which awareness efforts of the public communication campaigns can utilise two-way communication to foster meaningful public participation.
- The exploration of the significance of feedback in public communication campaigns to improve public participation in government programmes.
- An in-depth study on the implications of budget on the success of the public communication campaigns.

The following are recommendations that can be applied by communicators during campaigns;

- The exploration of the new media utility in the creation of awareness about the campaign in order accommodate audience that do not use radio and newspapers.



- The alignment of the State of the nation address (SONA), State of the province address (SOPA) and the state of the Municipality Address (SOMA).
- How campaign planners can use different ways of communication to enhance attendance of meetings in rural areas.

#### **6.4 LIMITATIONS OF THE STUDY**

The researcher experienced the following limitation: the data for the survey and interviews was available only from the accessible population at Mokwakwaila village and government communicators. This therefore limits the extent to which the results are generalisable.

However, limitation was noticed as only 101 out of 196 self-administered survey questionnaires dispatched were returned and 5 campaign planners out of 8 accessed for interviews. Although strategies to access interviewees like getting permission from the Limpopo Legislature, and direct interfacing between the participants and the researcher were used, the entire interviewees/citizens wouldn't be accessed and couldn't return questionnaires taking into consideration the time dimension of the study. As a result, the few citizens and campaign planners were used in the study. It is against this background that the findings may not be full representation of the citizens in Mokwakwaila and the entire campaign planners in the Limpopo Legislature.

#### **6.5 CONCLUSION**

In this study, it emerged that public communication campaign is vital as it brings government closer to the people. However important public communication campaign elements as prescribed by Imbizo model are not followed which compromises the quality of the campaign. The elements that were sharply raised as challenges are lack of feedback mechanisms and insufficient budget allocation for the campaigns. These elements are comprehensively reflected on the discussion of the study findings and also on the summary of findings in this study.

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## **ANNEXURE A – INTERVIEW QUESTIONS**

### **INTERVIEW QUESTIONS FOR QUALITATIVE ASPECT OF THE RESEARCH**

**My name is Lordwick Phetole Sephakgamele, an employee of the Limpopo Legislature, studying towards Master Degree (MA) at University of South Africa (UNISA). I am currently doing research to analyse the effectiveness of State of the Province Address (SOPA) as a public communication campaign in Limpopo, South Africa.**

**Your views will contribute to a research project at UNISA for the purposes of my studies. The information gathered will strictly be confidential and used for academic purposes. I therefore invite you, to voluntarily without any financial benefits, participate in the interview.**

**My contact details are as follows; Tel: 015 633 8020, Fax: 086 699 0642, email: [sephakgamele@limpopoleg.gov.za](mailto:sephakgamele@limpopoleg.gov.za), [sparks.phetole@gmail.com](mailto:sparks.phetole@gmail.com) Cell Phone Number: 082 781 4828.**

- 1 How do you go about in planning the SOPA?
  - The planning process which include setting up of campaign objectives, tasks and outputs.
  - The level of participation of stakeholder (citizens) in SOPA
  - The allocation of resources including budget towards implementation of the campaign.
  - The officials' knowledge of the citizen's initiatives
  - The officials' understanding of the citizen's or community challenges
  - The linkage of the citizens'/community initiatives and challenges to the campaign outcomes
- 2 How effective are the SOPA public viewing areas as a public communication campaign as measured by the degree of awareness?
  - The process of developing campaign message and the linkage to organisational goals
  - The media channels employed to communicate the messages to stakeholders
- 3 How effective is the public communication campaign as measured by the utility of feedback on enterprise strategy?
  - Collection of feedback from publics after SOPA
  - The use of feedback to guide future planning of SOPA and government Programmes
  - The impact on the level of citizens' happiness about SOPA
  - The fulfillment of promises made during SOPA and
  - Attainment of organisational goals
  - Budgetary constraints



- Resource challenges such transport and human ineffectiveness
  - Poor messaging and/language used during SOPA
- 4 How do you think the Legislature can improve SOPA in future?

## **ANNEXURE B – TRANSCRIPTS OF ALL PARTICIPANTS**

### **TRANSCRIPTS OF THE RESEARCH INTERVIEWS WITH LIMPOPO LEGISLATURE COMMUNICATORS**

#### **1 Interview with Participant A in the Limpopo Legislature**

##### **Question 1**

**Answer:** Okay, as you are aware that we have annual performance plan. So in the annual performance plan, we have three programmes, and the programmes have strategic objectives, and strategic objectives of the first programme which communications falls under is to render effective administration, and then 'rona' the objective that is specifically for communication is to inform the public on the activities of the Legislature. So, when preparing for the SOPA, how we link with the strategic objective of the section, is that we need to inform. So what we do, we do preparations like alerting the media that we are going to have this event through adverts, interviews. We have pre and post interviews for the Speaker, and after the event, even the press conference after the Premier has delivered his speech, is part of it. We are also live on air, you know, so that the people of the Limpopo and the entire Republic of South Africa knows about it because we are on open channel...your channel 408. So, that link to that strategic objective to say that we inform people about the activities of the Legislature. So in a nutshell, that is what we do because we also do posters, and everything like, the posters is not that we are inviting the people to come here, but we are informing them to tune in the various SABC COMBO, your community radio stations where we will be broadcasting live and also those who will be home to watch TV.

##### **Follow-up question regarding allocation of resources such as budget**

**Answer:** To be honest with you, SOPA is zero budget under communication because even the entire budget that we are given for the financial year, it's none, is not close to the input that we do cos every June, I am requested to do a budget input, so what we do, we take our previous annual commitment register, we also talk to the media because most of our things we work with the media, we request their rates cuts, when we get the rate cut visa-vis what we have already committed for the previous years, for instance, looking for radio space is very much expensive. So, the money that is there...oh okay....let me say, for this financial year, under advertising I have about R300 000 for the entire financial year, whereas for SOPA 2017 in January, adverts only, radio and television were R560 000, so how do you compare the two, annually you are saying I must have R300 000 bust for just one event, it was R560 00 ...Its not adequate because I then not only commit in my coffers. I have to go to where that event is housed, under Procedural. So, really there is no link in such a way that we may not be doing many promotional programmes like

teaching people how parliament works, we can't do that because it's not even sufficient for the adverts for the year.

## **Question 2**

**Answer:** Let me start, when we do, we do voice pox, we will go all around the province because with the help of the Office of the Premier because they have the equipment, you know that we are under resourced, we do not have even a TV, your video cameras. So, there is this question we pose that, who is the Premier of the province? For the one that we did for SOPA 2018, let me say 90% of the people didn't know who the Premier is, others are still thinking that is 'Mathale', others are saying 'Ramaphosa', others were really coming forth and say, we don't know, which means that our objectives as institution are not met.

## **Follow-up question regarding community challenges**

**Answer:** No No even the community really didn't understand what SOPA is. The other question that we ask them, is what do want the Premier to do for you? That's when they would like....Ohhhh, 'if are agele ditshela', do this and that in our communities, and for people to even say that , it shows that, they still do not know where to take their grievances to, where their grievances can really be, which department can really address their grievances. Another thing, they are not aware that, as a Legislature we are like Parliament, we are overseers of the executive, they only see us as a Department.

## **Follow-up question regarding separation of powers**

**Answer:** No No, the only people privileged are our kids, our relatives and staff like that, the entire, the general public ...NO. And we also found that , is when we have our stakeholders, the meetings with our community radio stations, one on one, they will still say the Department of what so ever.

### **Question 3**

**Answer:** It's not important....Okay, from what we are discussing, for our people to not even know, it's just.....it's programmed to be there. It's not a success if I may put it in that way. Premier makes pronouncements and after those pronouncements, we do not have proper following-up mechanisms, for committees, you know when committees will engage the Departments as you know they either under-spend or over-spend or the thing that they have stated in their APP are not taken care of, or you know that reports from AG, is just a thing that , you know, taken from SONA to SOPA but really it serves no purpose because we do not hold Office of the Premier accountable for those things, so, it's a waste of money.

### **Question 4**

**Answer:** Okay, in my case, let me also put it this way, the experience that I have from the North West. When North West prepares for SOPA, it's the Directors, Chief Directors who sit in that Committee together with the Premier's Office. Money is spent by the Premier's Office, even adverts of the Legislature, they are paid by the Premier because it's Premier's event. But when I got here, things are different, it's only few officials of the Legislature and people who will come from Office of the Premier. We would not do things collectively hence there is no collective mind set. It becomes your event and hence the Departments do not take this thing seriously.

### **Follow-up question regarding Language used**

**Answer:** Okay, I will put it this way. 'Go' the radio stations, it will be relevant to the languages used in the radio stations but our flyers, due to the processes of printing, creating of plates what so ever. So, our adverts on print, its only English but on audio and everything, because even when they broadcast it will be done in the provincial language, but when it comes to print, we do it in English. But on audio and everything, because even when they broadcast, it will be done in their provincial languages, but when it comes to print, we do it in English.

### **Question 5**

**Answer:** Management, especially the Secretary has to take us serious, especially us in Communications. It's unfortunate that when it comes to budgeting, every Department even in Parliament, budget start with Communication, so I will be given a bigger chunk of the budget as by request when doing my input. There is a lot that we can do, not just SOPA, on voter education if I may put it in that way, so that people can know what the Legislature is, what it does, what the committees and how they can use petitions to redress their problems that they currently have with Departments. You know...it shouldn't be just for SOPA, we should be doing this as part of the mandate and strategic objectives as the Legislature. So, that is the problem I have, budgeting is very much critical for me to carry out the duties that I need to.

## **2 Interview with Participant B in the Limpopo Legislature**

## **Question 1**

**Answer:** Thanks a lot Sephakgamela, once the Office of the Speaker and the Premier decide on the particular date, so always the Legislature establish the preparatory committee, and each committees is given a particular mandate, and with our section, we are encouraged to mobilise different stakeholders and sometimes even communications play a major role in extending invitations through different media houses. But 'rona' with us, we also ensure that stakeholders in all regions, this time we use flyers, visit traditional leaders, we visit taxi ranks, we visit schools, so that we distribute those flyers which of course the message and the content in the flyers indicate the date, the venue of the State of the Province Address, even community radio stations and the SABC Stations where the event will be live, and we ensure that we get right people to listen to the Premier as he addresses the province.

### **Follow-up question regarding message development**

**Answer:** The message is developed from the Office or emanate from communications section. From us, they will request relevant information, where are the stakeholders, so 'bona' they will develop the content. We will ensure that we distribute those messages through flyers.

### **Follow-up question regarding media channels used**

**Answer:** No No No this are not the only things, remember we talked about community radio stations, use our SABC, we also use the print media, you know even word of mouth cos we work together with the community development workers and constituency administrators to extend invitations to communities in their meetings, even traditional leaders cos they always have their gatherings in weekends and they also pass that message.

### **Follow up regarding allocation of resources including budget**

**Answer:** I wouldn't say it's enough because sometimes you are limited, and use what is available to do great thing. But we are able to touch every corner of every region of the province so that every member of the province is aware of this event.

## **Question 2**

**Answer:** No No I think some of them, they take it serious because they, you know, they watch, even when you check attendance at the district events, they come in big numbers but sometimes after, the media, I hear the SABC Combo trying to check and also to assess the impact of the event, Yes it won't ..., it's an indication that where ... sometimes after the state of the province address, the masses from different regions, sometimes you hear people saying Premier promised us this and that, that means they are part of that.

## **Question 3**

**Answer:** The problem there is lack of education from both side, the Legislature, local Municipality because service delivery protests in 2017/8, in every day, we experience these protests, I don't know if it is issue 'ya' of the Premier but what is lacking is the issue 'ya' education, when people have a problem of water, why do you have to burn clinic? We also relaise 'ka' this sissue 'ya' service delivery protests. The poor are being abused by the rich because they serve them, like now most of the service delivery protests are not necessarily issue 'ya'service delivery, it's a problem within the ruling party that see ...it's a political problem.

## **Follow-Up question on campaign objectives**

**Answer:** Yes, 'rena' we do achieve because what is important, what is required of us is to ensure that every person know that the Premier will be addressing the Province, and through communications we ensure that this adverts, they run them for almost a week if not two weeks before, and also the print media, the local newspaper, they ensure that the adverts are there, and also run interviews with the Speaker, so...which is the indication, even our MPLs because they are aware, when they go back to their constituencies, they also pass the message.

## **Question 4**

**Answer:** I think the challenge which is also serious, one is that issue that what the Premier will promise the people, it sometimes not communicates after the Premier's State of the Province Address, when the Municipality, the Mayor addresses that local Municipality, they were supposed to be a synergy, they are supposed to talk to the speech of the Premier, to avoid these challenges but it's like there is no synergy, which is a challenge.

## **Follow-Up on the Doctrine of Separation of Powers**

**Answer:** The issue is that they are aware that there is separation of powers, but remember when it comes to people, they don't know that there is National, there is province and there is local ...they see government that's why the issue of service delivery.....there is no way that the Municipality can say it's a competency of National, of Province, if there are problems, people want the government which is closest to them to address those problems...they don't want the Mayor

of whoever to say that this is not our competence to do...that... because they were supposed to communicate with the Province and National to ensure that services are delivered to those areas.

#### **Question 5**

**Answer:** I think in terms of improving, it will also be critical that the date should also be set early so that people are aware, we don't have to mobilise people a night before that event, and people should ...the local Mayor, business people, should be included Pastors in the speech of the Premier, because we really do not know what informed the content of the speech.

### **3 Interview with Participant C in the Limpopo Legislature**

#### **Question 1**

**Answer:** In terms of planning Sparks is that, we start by asking the Secretary to constitute the preparatory committee for SOPA, preparatory committee sub-committee and one of them is communication with the sole responsibility of creating awareness about the whole event and the other one is public participation which play pivotal role with public mobilization and arrange other broadcasting venues which the public will go for the viewing of SOPA. The planning start in October and communication will outline their plans, how far are they in terms of arranging radio slots for the political principals. During the day, the whole events broadcasted in radio stations and television.

#### **Question 2**

**Answer:** The media channels are pamphlets, they will be distributed at taxi ranks, bus stops where larger people are concentrated, they are mainly used to create awareness that there is event at a particular day and date, for those who want to tune in to the radio stations, they can do so and have the SOPA speech broadcast live there, those that want to have tune into the television will be able to view on the channel designated.

#### **Question 3**

**Answer:** You see, once the speech has been broadcasted live, there you have post-SOPA with the Premier and the Speaker, sometimes people phone-in, you are then able to assess what the community challenges are, or wether the content of the speech was threaded home, some will appreciate when they call in, but as an institution, I think we have not yet have an opportunity to get proper feedback as to how the event has progressed and this is what we have been saying. We should develop an assessment questionnaire or system that will then help us to get feedback, more especially from those that we have invited, just to get feedback on how the event was organized, how the speech was delivered, how did they feel about the whole event.

#### **Question 4**

**Answer:** So far our SOPA have been very successful, the little challenges that we have, is that we have, is that we might not reach all and sundry, especially in the rural areas where the

message might not reach them, because the challenge is that we are more concentrated in the areas which are closer to where the parliament is, when it comes to deep rural...you know where I come from, if I ask them about SOPA, they will say No, they don't know about it, we are unable to reach far flung areas. It is something that we need to improve on and with the introduction of community radio stations, I think we might have an outreach.

#### **Follow-up Question regarding Budget**

**Answer:** Yes, so far the budget has been adequate, for the whole event it has been very adequate, save to say , the budget will never be enough because there are areas we want to do more on them but due to budgetary constraint we are unable to do that especially on communication. But in the previous SOPA we a budget of about Three Million.

#### **More Follow-Up question on Budget increase**

**Answer:** yes it has increased only due to inflation but in terms of the activities, the activities has always being the same, with more budget we can increase on innovation. I can give an argument on communication, on broadcast, we always use R500 000, if we wanted to do proper thing, we could have gone to 1.2 Million....just to break monotony.

#### **Question 5**

**Answer:** The improvement thereof will be in terms of how we can organize, so that if all of us, if we put our hands on the deck, and they try to bring new ideas on the whole thing, because for me now it has become monotonous, so that we bring new innovation in the whole thing and improve it in terms of procession, improve in terms of people that we invite, we need to improve in many areas.



## **4 Interview with Participant D the Limpopo Legislature**

### **Question 1**

**Answer:** Mmmmm what we usually do is to put up a team of communicators from different institutions, Legislature, office of the Premier, GCIS, and the Municipality where ever we are going to host the event.

### **Follow-Up question regarding media channels**

**Answer:** We rely most on print media, electronic media and provincial media. Actually not all of them, basically focus on provincial media houses and popular national ones, Sowetan and City Press.

### **Question 2**

**Answer:** My first experience as and when I conduct interviews for the clips, you would hear communities expressing their dissatisfaction with service delivery and they expect 'gore' on the day the Premier must address individual problems. Basically, more like the event raise people perception 'gore' services will come to us.

### **Question 3**

**Answer:** Eishhhh I have never had an opportunity to gauge on what has happened, whether their expectations has been reached.

### **Follow-Up question regarding feedback**

**Answer:** I haven't had that chance to get feedback specifically to check on whether their expectations were have been met, what I have noticed is after SOPA, you get people talking about whatever was raised in the State of the Province Address. For an example, I noticed the people ...it looks like this year speech has deviated from the previous year, promises made from last year are not met and even feedback is not provided.

### **Question 4**

**Answer:** Budget, budget is the main thing, one...you can't engage the community as much as would like to, For instance, if you were to buy airtime and have programmes where you have our political, or polititians speaking to the masses, for an example you will find the Speaker who will be going on air before SOPA, but not going back after SOPA.

### **Follow-Up regarding Budget**

**Answer:** Budget, if we had budget, we will buy airtime to build-up towards SOPA.

### **Follow-Up regarding language**

**Answer:** I haven't have a problem with language, not at all cause we use mainly the three languages, three dominant languages in the province, four actually, Sepedi, Tsonga, Venda and English.

### **Question 5**

**Answer:** Eishhhh, it's a difficult one on how the Legislature could improve SOPA, why I am saying is difficult, don't forget 'gore'the Premier is the one delivering the State of the Province. The Legislature is not even aware what the Premier is going to say on the speech, it's not easy for the Legislature to plan or influence what goes into the speech.

Even during the meeting for communications team, we have raised the issues with our colleagues in the Office of the Premier, to say can't you guys atleast give us the speech. Atleast we know what is in the story, in the speech, so that we can organise footage, so that whenever the Premier delivers the speech. 'rona' we can flight, if he speak about a school, we can them flight.

## **5 Interview with Participant E in the Limpopo Legislature.**

### **Question 1**

**Answer:** Ohhhh well, my part, since I am under production which is under communications, my planning comes after the big planning had already taken place, my work is more into graphic design and also photography during the event. So I can say, basically I can't do anything before I am even aware where the venue will be, because I need to design floor plans of the venue. So, they are still saying they are waiting for political heads to decide on the venue or anything, so I will be folding my arms.

There is inside plan that I do when everybody is already done, say for instance, I have the venue, the time, then I can do branding for the water bottles we did last year, ambrellas and бага. So planning comes after I have consulted with those respective sections, so in terms of floor plan I need to go to the venue and check it out and come and do it digitally, so when we send to our sub-committees, like the people who are gonna be doing ...like sound systems, so that they can have an idea.

**Question 2**

**Answer:** Yes, design wise I can say in a small piece of paper like a flyer, someone should look at it and understand and have an idea. I need to elaborate ...on the use of branding colours.

**Follow-Up question regarding feedback**

**Answer:** No No, I don't get feedback....mmmmmm...not really, but now that we have website where public can comment on the website and receive the email. IT is still working on it, it's a platform which the public can actually use to comment on what could change, or what did go right according to them. They have got a freedom to do that, not really complain but suggest as well.

**Follow-Up regarding website**

**Answer:** our website was up and running right after SOPA, it was already up but it wasn't yet feeded with information.

**Question 3**

**Answer:** Mmmm on my side, is...there are things whereby I am expected to do like design wise, and at the end of the day, they come late ...1...2...3...I am supposed to design something in the last minute whereas planning has begun. I should know that next year SOPA will be needing branded bags or ambrellas. I should know about it so that I can laso plan, which is a challenge to me because I have limited time to work on. And we even go for our holidays, so when we come back in January is like so much limited time and all sections are flocking to me wanting this and that.

**Question 4**

**Answer:** In our communication side, when it comes to budget, I think we can go all broad i terms of advertising, we can't just rely on printed and also radio advertisement. Let me go massive, we can have TV adverts, you can have APP having that people can see in terms of preparations of SOPA, which can also be good not only for SOPA build up to SOPA. We can encourage our service providers to have the APP, to show that on this day a service provider is expected.

**Question 5**

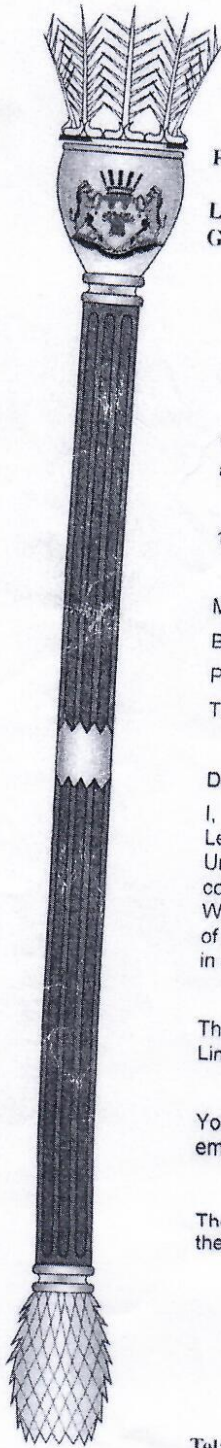
**Answer:** I think the main thing of making SOPA improvement is better planning, a lot of time we spend on planning than the actual work, if things are well planned, I think think things run smoothly.

**ANNEXURE C – LETTER OF PERMISSION**

ANNEXURE C

# Limpopo Legislature

OFFICE OF THE SECRETARY



Physical Address:

Lebowakgomo  
Government Complex

TEMPLATE PERMISSION LETTER

Postal Address:  
Private Bag X9306  
Polokwane  
0700

### Request for permission to conduct research at the Limpopo Legislature

"An analysis of the effectiveness of the State of the Province Address (SOPA) as a Public Communication Campaign in Limpopo, South Africa"

15 June 2018

Mr LP Sephakgamele

Block 4 Building Office Number 30D

Parliamentary Exchange and Protocol Section

Tel: 015 633 8023, Cell: 083 781 4828, email: sparks.phetole@gmail.com

Dear Mr Simon Mothoa

I, Mr Lordwick Phetole Sephakgamele am doing research with Dr MJ Hadji, a Lecturer in the Department of Communication towards MA, Communication at the University of South Africa. We have funding from the Limpopo Legislature for the completion of the Degree in order to help the Legislature with research on its work. We are inviting you to participate in a study entitled an analysis of the effectiveness of the state of the province address (SOPA) as a public communication campaign in Limpopo, South Africa.

The aim of the study is to explore the internal planning process followed by the Limpopo Legislature Campaign Planners to ensure effective SOPA.

Your company has been selected because it is the custodian of SOPA and an employer of the targeted campaign planners.

The study will entail personal interviews with all the targeted campaign planners in their offices regarding their work.

Tel: 015 633 5071 / 8000 - Fax: 015 633 8185 / 015 633 8658

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The benefits of this study is that the information collected will result in recommendations that will assist the Legislature to improve on its public communication campaigns in future.

Potential risks are that the participants might feel that divulging information about the Legislature might have negative consequences.

Feedback procedure will entail sharing of the outcome of the study in a form of research report.

Yours sincerely



LP Sephakgamele

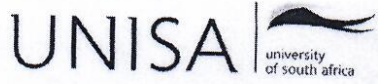
Unit Manager: Parliamentary Exchange/International Relations

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**ANNEXURE D – ETHICAL CLEARANCE**

ANNEXURE D



**COLLEGE OF HUMAN SCIENCES RESEARCH ETHICS REVIEW COMMITTEE**

06 February 2019

Dear Lordwick Phetole Sephakgamele

**Decision:**  
**Ethics Approval from 06 February 2019 to 05 February 2022**

NHREC Registration # : Rec-240816-052  
CREC Reference # : 2019-CHS-Dept-37289233  
Student No:37289233

**Researcher(s):** Lordwick Phetole Sephakgamele  
[sparks.phetole@gmail.com](mailto:sparks.phetole@gmail.com)

**Supervisor/s:** Dr MJ Hadji  
Department of Communication Science  
[hadjimj@unisa.ac.za](mailto:hadjimj@unisa.ac.za)

Dr RF Mukhundwana  
Department of Communication Science  
[mukhurf@unisa.ac.za](mailto:mukhurf@unisa.ac.za)

**Working Title**  
**An analysis of the effectiveness of the State of the Province Address (SOPA) as a public Communication in Limpopo, South Africa.**

**Qualification: Masters**

College of Human Science ethics chairperson hereby acknowledge your application for Research Ethics Certificate; approval is granted for three years.

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This low risk application was reviewed and expedited by **Chair of College of Human Sciences Research Ethics Committee** on the 05 February 2019 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:


1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Department of Psychology Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013 Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No fieldwork activities may continue after the expiry date **(05 February 2022)**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

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The reference number 2019-CHS-Dept-37289233 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

  
Chair of DOC RERC  
Mr Gibson Chauke  
[chaukg1@unisa.ac.za](mailto:chaukg1@unisa.ac.za)  
0124296843

  
Chair: CREC  
Suryakanthie Chetty  
[chetts@unisa.ac.za](mailto:chetts@unisa.ac.za)  
0124296267

University of South Africa

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ANNEXURE C - CONSENT

ANNEXURE E

CONSENT TO PARTICIPATE IN THIS STUDY

I, P. ZWANE confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the audio.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname P. ZWANE (please print)

Participant Signature [Signature] Date 03 July 2018

Researcher's Name & Surname HP SEPANGA (please print)

Researcher's signature [Signature] Date 03 July 2018

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**ANNEXURE F – SURVEY QUESTIONNAIRE**

*ANNEXURE F*

**SURVEY QUESTIONNAIRE**

My name is Lordwick Phetole Sephakgamele, an employee of the Limpopo Legislature, studying towards Master Degree (MA) at University of South Africa (UNISA). I am currently doing research to analyse the effectiveness of State of the Province Address (SOPA) as a public communication campaign in Limpopo, South Africa.

Your views will contribute to a research project at UNISA for the purposes of my studies. The information gathered will strictly be confidential and used for academic purposes. I therefore invite you, to voluntarily without any financial benefits, complete the questionnaire. The questionnaire should be emailed or faxed before 16 June 2018.

My contact details are as follows; Tel: 015 633 8020, Fax: 086 699 0642, email: [sephakgamele@limpopoleg.gov.za](mailto:sephakgamele@limpopoleg.gov.za), [sparks.phetole@gmail.com](mailto:sparks.phetole@gmail.com) Cell Phone Number: 082 781 4828.

Names ..... (Optional)

**SECTION A : DEMOGRAPHIC INFORMATION OF PARTICIPANTS**

Please mark the appropriate answer on the respective boxes.

1. Age group in years	20-25		2. Gender	Male	
	26-30			Female	
	31-35				
	36 and above	X			X

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3. Ethnicity	African	<input checked="" type="checkbox"/>	4. Language spoken	Sepedi	<input checked="" type="checkbox"/>
	Black	<input type="checkbox"/>		Tshivenda	<input type="checkbox"/>
	White	<input type="checkbox"/>		XiTsonga	<input type="checkbox"/>
	Indian	<input type="checkbox"/>		English	<input type="checkbox"/>
	Asian	<input type="checkbox"/>		Afrikaans	<input type="checkbox"/>
		<input type="checkbox"/>		Ndebele	<input type="checkbox"/>
		<input type="checkbox"/>			<input type="checkbox"/>
		<input type="checkbox"/>			<input type="checkbox"/>
		<input type="checkbox"/>		Other and specify	
		Other, and specify			
5. Occupation	Please specify		6. Specialty	Trained	<input type="checkbox"/>
	Unit Manager			Experienced	<input checked="" type="checkbox"/>
				Other and specify	
7. Attend	Yes	<input type="checkbox"/>	8. I reach Government	<input type="checkbox"/>	<input type="checkbox"/>

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SOPA public viewing area	No	X	public viewing areas through the following means	provided transport	
9. I get information about SOPA through the following media tools	National Television			Own Transport	X
	National Radio	X		Walking to the venue	
	Community Television				
	Community Newspaper				
	Community Radio				
	Social Media				
	Loud Hailing				
	Pamphlets				
	Posters				
	Organisational Website				
	Other, and please				

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	specify		
	.....		
	Organisation al Website		

**SECTION B**

Please tick the correct option on the scale as outlined below in line with the ratings stated underneath.

SD=Strongly Disagree

DA=Do not Agree

N=Neutral

A=Agree

SA=Strongly Agree

**Part 1-Before SOPA**

1.1 I learned about SOPA through awareness campaigns	SA ✓	DA	N	A	SD
1.2 My knowledge of government services in my community was low	SA	DA	N	A ✓	SD

**Part 2-During SOPA**

2.1 I understood SOPA messages	SA ✓	DA	N	A	SD
2.2 The language used on the speech was clear and understandable	SA ✓	DA	N	A	SD
2.3 The SOPA venue was comfortable	SA ✓	DA	N	A	SD
2.4 I now know that government is aware of my community's service delivery matters	SA ✓	DA	N	A	SD

**Part 3-After SOPA**

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3.1 After attending SOPA, I feel encouraged to participate on service delivery issues in my community	SA	DA	N	A	SD
3.2 SOPA helped me to know government priorities	SA ✓	DA	N	A ✓	SD
3.3 After attending SOPA, I am now aware of issues affecting my community	SA ✓	DA	N	A	SD
3.4 I feel like I am adding value as a citizen when attending SOPA	SA ✓	DA	N	A	SD
3.5 I will hold government accountable on issues that are not done through the Legislature	SA ✓	DA	N	A	SD
3.6 After attending SOPA, I was asked for feedback	SA	DA	N ✓	A	SD
3.7 I feel the feedback that is provided to SOPA is used to better governance	SA	DA	N ✓	A	SD
3.8 I think government employees must follow-up on citizen's behavioural change after SOPA	SA ✓	DA	N	A	SD

21 How do you think the Legislature can improve SOPA in future?

Taking Community's feedback into consideration

Thanking you for your time and contribution

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# ANNEXURE G – TURNITIN REPORT

10/22/2019 ANNEXURE G Turnitin Originality Report

This is a preview of the print version of your report. Please click "print" to continue or "done" to close this window.

[print](#) [print](#) [done](#)

 Turnitin Originality Report

Draft dissertation by 37289233 L P SEPHAKGAMELE

From Complete dissertation/thesis submission for examination (CHS M&D Students 2019)

- Processed on 08-Aug-2019 08:29 SAST
- ID: 1158546072
- Word Count: 33108

Similarity Index  
16%

Similarity by Source

Internet Sources: 10%

Publications: 3%

Student Papers: 13%

sources:

1

2% match (student papers from 07-Jan-2015)

Class: COM4809 2014  
Assignment: Assignment 06  
Paper ID: 493638547

2

1% match (Internet from 18-Dec-2018)

<http://digiresearch.vut.ac.za/bitstream/handle/10352/280/Thesis%20-%20Mafini%202014.pdf?isAllowed=y&sequence=1>

3

< 1% match (Internet from 04-Sep-2018)

<https://www.gcis.gov.za/content/newsroom/speeches/minister/esson-pahad-budget-vote-south-african-communication-service-sacs-launch-gcis>

4

< 1% match (Internet from 05-Feb-2019)

<https://repository.up.ac.za/bitstream/handle/2263/24282/Complete.pdf?isAllowed=y&sequence=6>

5

< 1% match (Internet from 07-Feb-2019)

[https://repository.up.ac.za/bitstream/handle/2263/32043/Montsho\\_Exploring\\_2013.pdf?isAllowed=y&sequence=1](https://repository.up.ac.za/bitstream/handle/2263/32043/Montsho_Exploring_2013.pdf?isAllowed=y&sequence=1)

6

< 1% match (student papers from 10-Jun-2014)

Class: COM4809 2014  
Assignment: Assignment 02  
Paper ID: 433934500

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<http://www.gcis.gov.za/content/services/government>

8

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[http://dls-sa.net/index.php?id=article\\_view\\_402461](http://dls-sa.net/index.php?id=article_view_402461)

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Submitted to University of South Africa on 2015-07-16

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