



Empirical Discussion of a Multisectoral Approach to Improving Service Delivery in the North-West Province of South Africa

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ABSTRACT

The conception of development, principally rural development, conveys into view government responsibilities, more precisely, local government. The South African government founded the National Development Plan (NDP) Vision 2030 to improve service delivery and development for its constituencies. This article thus sought to emphasise the position of communication in developing rural societies and the condition of nurturing a favourable association and atmosphere for effective and efficient communal expansion. A multisector method as an interaction approach can generate conditions for distributing information linking the provincial government, community, and private sectors, generating requirements for public participation. Development communication as a theory was used to provide a theoretical background for the article, emphasising the responsiveness of developmental initiatives towards the community's needs and that communication and community participation can only foster social change and economic development. The article employed qualitative approaches to garner and evaluate the data to determine how the system performs optimally. Convenience sampling was used by employing a questionnaire with the 182 community members. As with convenience or opportunity sampling, a sample is extracted from elements of analysis that are opportunely obtainable. The matters recognised as challenging regarding harmonisation and association within the district and local communicator's forums in assisting the progress towards rural development. It is recommended that a Multisectoral Planning Forum (Encompassing SALGA, HoDs, SOEs, GCIS) is established, a forum which will be able to create the policies to help increase the interaction between diverse kinds of purposes through the interdependence, airing, position, and encoding of involvement. The study will contribute to participatory governance, using a multisector approach to development.

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INTRODUCTION

Transmission is a method through which participants communicate and disseminate knowledge to pursue a common goal. Government communications are integral to a strategic and planned progression to ensure practical discourse between government and communities. From a development perspective, dialogue should be an essential feature of a collaborative and coordinated effort within development projects and providing services to the community. A multisector approach to development generates a conducive environment and platforms for information sharing, coordination, and collaboration between all project stakeholders. According to Alayo, multisector collaboration signifies intentional cooperation between numerous stakeholder clusters (e.g. government, civil, and private sectors) and subdivisions (e.g. wellbeing, ecosystem, wealth, and education)

to realise desired outcomes jointly.¹ Moreover, communication frameworks the connection involving the government and its constituencies. It delineates the function of administration in granting its citizens evocative and significant information, which may provide the foundation for effective and efficient development initiatives.² A multisector method as a communication tactic can generate a setting and condition for distributing knowledge between the administration, community, and private sectors, thus producing conditions for public participation and targeting achieving opportunities and satisfying the community's needs. According to Alayo, a multisectoral approach is a governance structure that pursues to unite stakeholders to contribute to negotiation, decision-making, and implementing the correct solution to common problems or goals.³

A multisector approach is perfect for generating an atmosphere for interdepartmental partnership and harmonisation of regional divisions. Respectively, each division has specialised responsibilities, which brings faith to adopting a systematic tactic to government communication, where every department must proceed synergistically in the quest for rural development. For departmental efficiency, mutual relationships must be developed and resources shared. Such relationships could positively impact rural development as they allow individual departments to share resources and platforms and, in so doing, allow for developing partnerships with NGOs.

The evolutionary change in communication has characterised human development. New technologies (ICT) have changed how people communicate and share information. This history of communication evolution in the face of radical new digital technologies necessitates a planned change to prevent disadvantaged communities from introducing technology they cannot use, thus impeding the transformations of modernisation. Communal involvement is indispensable for this alteration to be appreciated and convincing.⁴

Associations in shared provisions often share a mutual goal – naturally, that aim is the justification for creating the system. However, the parties may similarly have numerous institution-specific plans and benefits that diverge noticeably from their counterparts. These elements and other network essentials test managers to discover new ways to provoke the conduct and reaction required for the efficacious management of service delivery. Delivery of an initiative to a fruitful conclusion will be contingent primarily on the benevolence, obligation and collaboration of the individuals involved in some way – groups who have noticed and are altered by the venture and its conclusions.

Productive application of a multisector method may perform a helpful function in rural enhancement and influence the value and productivity of the North West provincial communication structure. Development communication nurtures social change, resulting in rural growth.⁵ A multisector approach will be considerably examined on how it can advance growth in rural areas. This inclination, in turn, generates outlets for association and partnership between diverse regions. According to Lobelo, a multisector approach could create information distribution amongst subdivisions with comparable services and districts, equivalent to a favourable interface system that could expand within the province.⁶ The interface must be grounded on the prevailing communal collective arrangement, permitting collaboration and coordination.

The article is intended to explore and analyse collaborative, coordinated, and participatory exertions joining all areas internal to the North West province and all the initiatives delineated by the Provincial regime, principally the fifth government. For a multisector approach to be executed appropriately, there is a necessity for involvement from the area within the rural improvement partnership. Significant notions linking to the investigation are founded on authority, alliance, teamwork, and coordination amongst sectors. Based on NDP, Vision 2030, the Batho Pele policy remained recognised as an agenda for resource distribution in the communal provision through a value concerning the employment of resources in answering to grassroots needs, inspiring involvement, and change-oriented community management.⁷ All of this incorporates a participating approach to expansion as it also pursues inhabitants' participation in the improvement of provision values.⁸ The Bill of Rights lists essential justices and representative principles of human dignity and freedom, confined in Chapter 2 of the South African Constitution Act 108 of 1996. The most outstanding predominant value of the

¹ S. Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health.," in *Society for Sickle Cell in Nigerian Conference in Enugu Nigeria*, 2017.

² Tshelo Mooki Mortimer Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development: A Multisectoral Approach" (North-West University, South Africa, 2020).

³ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health.,"

⁴ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁵ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁶ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁷ National Planning Commission, *National Development Plan 2030 – Executive Summary*, 2011,

http://www.gov.za/sites/www.gov.za/files/Executive_SummaryNDP_2030_-_Our_future_-_make_it_work.pdf; Department of Public Service and Administration, *Batho Pele - "People First,"* 1997,

<https://www.dpsa.gov.za/dpsa2g/documents/acts®ulations/frameworks/white-papers/transform.pdf>.

⁸ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

South African regime is correlated to public services,⁹ which is a method of an open administration that is grounded on the resolve of the public and is receptive to the desires of the people and dedicated to service distribution.¹⁰ Additional value providing is that of a collective administration, which talks about the need for interdepartmental discussion on substances concerning shared benefits and matters that sustenance harmonisation and partnership amongst government subdivisions and stakeholders concerning rural growth. This presents strategies for cooperation and harmonisation between the North West Provincial units and societies in grassroots growth drivers.

Harmonisation generates a participatory provision for operative and effectual provision and distribution of knowledge. Brazer identified the Disaster Management Act (57 of 2002) section 1 (f), which specifies and emphasises alertness and recognises the benefit of multidisciplinary approaches.¹¹ The most important is a need for multisector response collaboration, coordination, and resource allocation in cases, urgent situations, or disasters.

The present article addresses issues listed below, and that are identified as problem areas within the North West province:

- The North West provincial administration is deteriorating to connect proficiently and effectually through its communities regarding growth concerns,
- Societies cannot contribute to rural growth enterprises.
- There needs to be coordination and collaboration amongst district subdivisions and the rural public regarding rural expansion purposes and the employment of expansion initiatives.
- There is a need for more comprehension of communication policies by administrators and community councillors and favourable communication conditions, resulting in a lack of service delivery.

The article argues that the North West Provincial regime could be more active and resourceful in the distribution of resources and also interactive with its constituencies despite its comprehensive policies and developmental projects. The article's general objective is to evaluate the North West Provincial communications arrangements in executing rural expansion initiatives, focusing on the proficiency and efficacy of communication. This entails examining access to communities served by district municipalities, however.

- The networks tapped are grounded on access and expense.
- The machinery used for harmonisation and association.
- Society encounters, and
- Stakeholder relationship and managing.

An effective and efficient communication strategy is required to implement community engagement concerning rural development programmes and initiatives positively. According to Alayo, efficacious multisectoral collaboration is contingent on political, economic, and social factors and requires the buy-in and commitment of stakeholders.¹² According to Lobelo, a multisector approach places communication strategically for a practical, operative, and competent government communication system.¹³

The article, therefore, investigates and analyses the communication networks approved by the North West Provincial Administration in the quest for grassroots expansion and encouraging public encounters and involvement. The article engages a qualitative technique to garner information from units and agencies regarding growth initiatives within the jurisdiction. This article looks at the study's general objective: to evaluate the North West Provincial structures in advancing and employing rural expansion initiatives. The emphasis is on communication effectiveness and efficacy by granting access to communities, the methods used for organisation and harmonisation, public engagement, and stakeholder management.

LITERATURE REVIEW

Coordination improves the interactions comprised in the involvement and improves the productivity of the procedure of the administration. A multisectoral approach generates purposes that support improving the interaction amongst diverse goals across mutually dependent selection and involvement planning. It must be observed that lacking industrial and executive capabilities, a multisector approach only enables harmonisation,

⁹ Department of Public Service and Administration, *Batho Pele* - "People First."

¹⁰ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

¹¹ Peter Jacobus Brazer, "A Model for a Multi-Agency Incident Command System at Local Government Level in South Africa" (North-West University, 2019); Samer Fawzy et al., "Strategies for Mitigation of Climate Change: A Review," *Environmental Chemistry Letters* 18, no. 6 (November 30, 2020): 2069–94, <https://doi.org/10.1007/s10311-020-01059-w>.

¹² Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

¹³ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

and the establishment cannot coordinate its involvements. As Lobelo points out, the significant affiliation amongst variables is most extraordinary if involvements are efficacious.¹⁴ In most circumstances, this must be cancelling cadre deployment policy and employing personnel without qualifications.

The fundamental dispute of the article is established on the alignment that the North West Provincial regime needs to communicate more effectively and efficiently with rural communities to impact rural improvement positively. Government communication could be more responsive in addressing rural difficulties and sustaining the growth of communities. According to Alayo, associates can influence information, proficiency, influence and funds by engaging in a multisector approach, advancing from their merged and contrasted strengths as they work on generating improved outcomes.¹⁵

The conception of involvement (governance and participation) has arisen as the central model within which growth strategies and performances are both deliberated and measured, and the comparison between procedure and theoretical dialogue on the position of communication in development has also been mounted progressively within the participating agenda.¹⁶ Lobelo points out that a shared connection in any expansion programme is vital for generating a collective and coordinated atmosphere amongst growth agencies and societies.¹⁷ Communication has been mounted as a procedure that requires vigorous involvement. The positively charged nature of such a development would lead to an operative and effectual formation and realisation of expansion initiatives.

According to Alayo for the multisector Approach, to be efficient and effective, there must be a coordinating mechanism in place such that decision is applied and implemented across the board.¹⁸ Coordination across government ministries is vital for recognising connections between subdivisions and spotting collective planning and policy-making prospects. The Multisector approach includes.

- Promote a culture that principles and promotes collaboration and involvement as fundamental operational principles.
- Establishing structures and mechanisms that acquire and accelerate communication and
- Delegate accountability for collaboration in job descriptions.¹⁹

According to Alayo, with optimal coordination, individuals and organisations develop and withstand sympathetic solid relations with other organisations and communities, working in various mechanical areas and transversely.²⁰ Kumar asserts that the accomplishment of development communication is contingent on solidarity, consultation, collaboration, and harmonisation amongst development and communication agencies, which would simplify the effectiveness of the expansion communication approach.²¹ The strategy envisages a comprehensive process concerning stakeholders from all divisions involved in the development programme. The information requirement should be uninterruptedly distributed and shared mutually by all stakeholders.

Evaluating the prevailing communication system available for distributing information between stakeholders is crucial; the system must also be measured for its proficiency and efficacy in disseminating and exchanging knowledge among participants.²² Brazer, in his study "A Model of Multi-agency Incident Command System," addresses the disaster risk governance problem, particularly how the government must integrate intergovernmental and inter-organisational multi-agency stakeholders into an incident command system."²³

The fundamental argument in the article is that an operative and resourceful combined structure for inter-governmental and inter-organisational multi-agency management is needed in South Africa. This is essential concerning disaster towards poverty, rural development, and effective implementation of the National development plan. According to Brazer, governments must be deliberate to address the complex and boundary-crossing problem of incident command systems.²⁴ It demands an integrated process to respond to and handle multi-agency stakeholders. This requires communication channels that could foster such integration to be efficient and effective.

¹⁴ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

¹⁵ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

¹⁶ T. Ngambi, "Journalists' Perception of 'the Audience' and the Logic of Participatory Development/Communication: A Contributory Note," *Ecquid Novi: African Journalism Studies* 32, no. 1 (2011): 4–12.

¹⁷ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

¹⁸ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

¹⁹ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

²⁰ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

²¹ Rajesh Kumar, "Development Communication: A Purposive Communication With Social Conscience-An Indian Perspective," *Global Media Journal: Indian Edition* 2, no. 2 (2011).

²² Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

²³ Brazer, "A Model for a Multi-Agency Incident Command System at Local Government Level in South Africa."

²⁴ Brazer, "A Model for a Multi-Agency Incident Command System at Local Government Level in South Africa."

According to Lobelo, communication enhances a method where the distribution of information is vital for the efficacy of growth initiatives.²⁵ Critical essentials here would be the mutual exchange of information and the sharing of resources. This is especially important when adopting a multisector approach to rural expansion, where relationship and harmonisation must be powerfully stressed between project leaders and communities. Dahlstrom and Nyquist assert that cross-sector collaboration between administration, the private sector and communities is encouraged to achieve global socio-economic development.²⁶ They further allude that collaboration facilitates sharing knowledge, resources, and capabilities and is thus presumed effective in solving complex social problems.

Growth progression and its role in implementation necessitates information about the needs and burdens of the beleaguered societies. Ile et al. point out that the administration should be conscious of such needs to meet them suitably.²⁷ Government must:

- Pursue to comprehend what is required.
- Determine the scope of the essential and the perspective in which the need must be realised.
- Prioritise- problems and count how best their need can be fulfilled and
- Indicate a unit.

Through constant service delivery demonstrations, the community asserts that the government has been unsuccessful in its guarantees. In this respect, the government must consider societies as stakeholders who can grant input on their requirements. These contributions to the growth progression and the examination of substitutions. Public communication is irrefutably one of the most essential administration purposes. Administration units must communicate about alterations in regulations, public safety issues, matters connected to mediation and many other matters effectively and efficiently.²⁸ A study by Khangale addressed integrating disaster risk reduction in the planning process, and initiatives of numerous departments or ministries contend that disaster risk reduction is a multidisciplinary, multisectoral activity under varied institutions' programmes.²⁹ Gleckman argues that multistakeholder is a newly emerging global governance system that seeks to "bring" together global actors that have a potential "stake" in an issue and ask them to sort out a solution collaboratively.³⁰ Buxton further alludes that in multistakeholder approaches, participating businesses and civil society are treated as equal players and can decide on values and develop policies and programmes as if they had government activities.³¹ Fougere et al. state that multistakeholderism enterprises include actions from numerous domains of society (market, civil society, and State) in cooperative provisions to reach objectives classically connected to maintainable growth.³² These arrangements have been framed as improvements to transactional governance and somehow democratic. Lobelo alludes to the notion that a multisector approach is ideal for generating an atmosphere for interdepartmental association and harmonising provincial departments.³³ Each division has precise roles and aims to deliver precise services to societies, utilising different specialisations by looking at the diverse roles played by different departments and how they function interdependently in matters relating to government communication and service delivery.

The health policy project identified three critical capabilities in multisector coordination.³⁴

- They recognise the worth of participating in diverse subdivisions and participants in the policy procedure and leveraging the intensity of each.
- Efficiently attracting varied stakeholders and tailing communications and tactics to enhance impact and
- Productively disseminating the mutual profits to each (e.g. health, labour, education) and partner (government, nongovernmental, private) of mutually attaining the target goals.

On the other hand, Buxton advocates for a reform agenda that proposes;³⁵

²⁵ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

²⁶ K Dahlstrom and A. Nyquist, "Cross-Sector Collaboration in the International Community Develops Mnt Initiatives: Learning from the Millennium Village Project. Tanzania.," 2021.

²⁷ Isioma Uregu Ile, Chuks Eresia-Eke, and O K Allen-Ile, *Monitoring and Evaluation of Policies, Programmes and Projects* (Pretoria: Van Schaik, 2012).

²⁸ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

²⁹ Musiwalo Moses Khangale, "A Model for Integrating Disaster Risk Reduction in National Multi-Sectoral Planning in South Africa" (North-West University (South Africa), Potchefstroom Campus, 2016).

³⁰ Harris Gleckman, *Multistakeholder Governance and Democracy: A Global Challenge* (Routledge, 2018).

³¹ N. Buxton, "Multistakeholderism: A Critical Look: A Workshop Report" (Amsterdam, 2019).

³² Martin Fougère and Nikodemus Solitander, "Dissent in Consensusland: An Agonistic Problematization of Multi-Stakeholder Governance," *Journal of Business Ethics* 164, no. 4 (2020): 683–99.

³³ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

³⁴ Health Policy Project, *Capacity Development Resources Guide: Multisector Coordination* (Washington DC : Future Group, 2014).

³⁵ Buxton, "Multistakeholderism: A Critical Look: A Workshop Report."

- Building multisector approaches from the bottom by centring the role of rightsholders and communication and
- They are evolving and require values that permit rightsholders and communication to hold companies to explain legally.

It should be noted that they are opposing views on the positives of collaborative approaches and their desirability to address this complex problem. Fougere et al. contend that within a partnership for maintainable growth, "probable associates" will only cooperate structurally if each of them is persuaded it stands to gain from the partnership.³⁶ For the partnership to work, alignment between each party's interest and the partnership's overall objectives must be aligned.

THEORETICAL FRAMEWORK

At a theoretical and conceptual level, the present research deals with how communication, development communication, participatory communication and the multisector approach could all play a major role in establishing efficient and effective development processes in rural areas. A theory is based on abstract thinking that provides hypotheses and an explanatory framework laying down the conceptual foundation for all aspects of a research project. In the case of this research, the theories employed established that communication and development communication were important tools in establishing sustainable rural development.³⁷

According to Angelopulo and Steinberg, community and stakeholder involvement are crucial for the success of development programmes, which rely on the principles of Recognition of shared interest, Accountability in all actions, Facilitated the decision-making process and True communication.³⁸

There are three paradigms to development communication, namely, the Dominant paradigm (which emphasises a top-down approach), the Alternative paradigm (which deals with a shift in Western dependency) and the new paradigm (the emphasis is on two-way communication and community participation). The present article focuses on the latter paradigm as a theoretical base since it asserts that for development to be achieved, there must be active participation from the communities concerned.³⁹ According to Khan, development communication was founded on the notion that poverty resulted from social and economic exclusion and was seen as a critical instrument in giving poor and marginalised sectors access to information and communication.⁴⁰ The establishment of the NDP Vision 2030 is based on levelling the playing fields: There have been several policies, from Affirmative action to Integrated Development Plans (IDP) devised to establish a platform to give the previously marginalised communities space for development and give them voices to participate in their development project as players and not just observers.⁴¹

The National Development Plan, "Vision 2030" provides the guideline for tangible development realities come 2030.⁴² It also starts from a situation that the country comes from (Apartheid) when most of its population was marginalised and lived in abject poverty. So, 28 years into the new democracy, nothing has improved or changed, and communities still suffer the same deprivation, worsened by the ruling party's deployment policy. Twala notes that the cadre deployment policy has been implemented by the African National Congress (ANC) and its alliance partners in pursuit of its avowed intention to have loyal party hands on all the levers of power in government.⁴³ While acknowledging that deployed cadres in public administration can function at an acceptable level, Twala argues that in some instances far too many are there to do the bidding of the cadre deployment committee that appointed them to national, provincial, or local-level positions.⁴⁴ This, however, is detrimental to service delivery and community participation.

Khan identified three consecutive levels of development roots of participation and community engagement in both content production and communication policy design.⁴⁵

³⁶ Fougère and Solitander, "Dissent in Consensusland: An Agonistic Problematization of Multi-Stakeholder Governance."

³⁷ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

³⁸ G. Angelopulo and S. Steinberg, *Introduction to Communication Studies: For Southern African Studies*, 2nd ed. (Cape Town: Juta & Co., 2015).

³⁹ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁴⁰ Abdul Waheed Khan, "Promoting Local Content," *WSIS PrepCom II Multi-Stakeholder Roundtable No. 2*, 2013, <https://www.itu.int/net/wsis/docs/pc2/roundtables/rt2/khan.pdf>.

⁴¹ National Planning Commission, *National Development Plan 2030 – Executive Summary*.

⁴² National Planning Commission, *National Development Plan 2030 – Executive Summary*.

⁴³ Chitja Twala, "The African National Congress (ANC) and the Cadre Deployment Policy in the Postapartheid South Africa: A Product of Democratic Centralisation or a Recipe for a Constitutional Crisis?," *Journal of Social Sciences* 41, no. 2 (2014): 159–65.

⁴⁴ Twala, "The African National Congress (ANC) and the Cadre Deployment Policy in the Postapartheid South Africa: A Product of Democratic Centralisation or a Recipe for a Constitutional Crisis?"

⁴⁵ Khan, "Promoting Local Content."

- I. Development Level 1: satisfying fundamental needs above the indigent line, including physical, rational, emotional, and spiritual.
- II. Development Level 2: Consolidating a middle-class lifestyle, including access to sanitation, health services, jobs, churches, recreation, school, culture, shops, and lifestyle services from the cradle to the grave.
- III. Development Level 3: fulfilling higher-level personal and abstract needs and desires, including the opportunities to live an enriched life according to one's preferred attention lifestyle. This high-order developmental level includes specialised individual interests and preferences (such as travel, music, culture, spirit, and hobbies).

This stresses the need to develop projects to respond to the uniqueness of target communities. It is imperative to address them appropriately by being specific to their level. It would not be effective or efficient to effect positive development and to satisfy/address level 3 if lower-level needs are to properly be addressed, thus a bottom-up approach is a requirement to satisfy basic needs. The community development process should always consider the developmental needs of the targeted communities and consider that each community is unique and might pose different challenges based on its level of needs.⁴⁶

A multi-sector approach at the research centre will also be extensively discussed on how it could foster positive development in communities. The conceptual framework of the State's role in governance, development and sustainability implies that development is not a product but a continuous improvement process in living conditions. Khan also stated that the major thrust in the reinvention of development communication has been seen to take citizen-led initiatives more seriously, debunking the notion that development always flows from "lab to land", that is, from experts to the grassroots.⁴⁷ Development communication is no longer studied in a vacuum- it is now multidisciplinary in approach, content, and goal, drawing on the disciplines in the social sciences where they address and encompass anything to do with development and change.

Any planned programme asserts a systematic process and objectives to answer the question: "What are we aiming to achieve?" The following truths about communication must be kept in mind: communication is purposeful, and any encounter must achieve a particular objective. Communication itself is studied as a system which comprises different parts that are interdependent and for the benefit of the whole system. People are at the centre of any communication process – their positive attitude towards communication endeavour is necessary for the success of the development initiatives and programmes to provide socio-economic growth.⁴⁸ The participatory model incorporates the concepts in the framework of multiplicity. It stresses the importance of the cultural identity of local communities and democratisation and participation at all levels – global, international, national, local, and individual. It points to a strategy not merely inclusive of but mainly emanating from the traditional "receivers". The core concepts are dialogue, communication and actions essential for the process of conscientisation, which leads to emancipatory social change.⁴⁹ Communities need to be involved in their development processes, and two-way communication must be forged with development agencies, and the government from the inception stage. Everyone involved with the processes must engage with one another to create a unified and similar strategy and goal that benefits all stakeholders in rural development. A culture of self-determination must be encouraged for local communities to realise a community that strives for upper-level development goals.⁵⁰

It should also be noted that even though each government sector develops its vision and objectives, it should align it with the National Development Plan. The methodology should be that provide for rural community engagement and participation and is in line with a democratic process. Collaboration and coordination of different sectors are also encouraged to provide for congruent development plans and objectives based on communities' needs

METHODOLOGY

The study adopted a qualitative approach in evaluating the North West government communications and a multisector approach to rural development. As Creswell states, the qualitative Approach is for discovering and understanding the meaning individuals' clusters attribute to human challenges.⁵¹ Government communications

⁴⁶ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁴⁷ Khan, "Promoting Local Content."

⁴⁸ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁴⁹ Jan Servaes and Rico Lie, "Sustainable Social Change and Communication," *Communication Research Trends* 32, no.4(2013):4-30.

⁵⁰ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁵¹ John W Creswell, "Mapping the Field of Mixed Methods Research," *Journal of Mixed Methods Research* (SAGE publications Sage CA: Los Angeles, CA, 2009).

networks were examined based on their effectiveness in disseminating data and the degree of inter-agency harmonisation and association. Outlets for public interactions were appraised to determine whether they can excellently refine collective governance. Architecturally, there must be a connection between development agencies and rural expansion.

These structures link the provincial administration, administration units, external growth agencies and societies. The foundation is around conveying knowledge and associations between administration and societies being provided with services. The crux is to create the value of data distribution to the community, the platform's efficacy and efficiency.⁵² Social performances of the provincial government departments, districts and local municipalities were appraised on their value-driven projects to rural expansion, including the collaborative and coordination exertions amongst administration, agencies, and rural societies.

Leedy et al. assert that inductive inferring commences not with a recognised truth or expectations but with a reflection: individuals practice precise occurrences to achieve whole classes of substances and initiatives.⁵³ The study employed observation in investigating communication within the province to discover that the North West province, particularly the fifth administration, needed to communicate more efficiently and effectively with their populations. There needed to be more harmonisation and partnership amongst the provincial departments and rural communities.

Population denotes people as any cluster or combination of people, organisations, social objects, or social interactions and events. The article explores government communication. The appropriate populace will be administrative officials. In selecting investigation components, the study needed to categorise the populace that could best dependable and consistent data concerning the administration's role in rural expansion and who could thus be pertinent in shedding light on communications processes and the execution of expansion initiatives. Bryman et al. state that the populace is the universe of units and organisations from which the sample is selected.⁵⁴ In the context of this research, this would refer to employees in the government communication units, together with municipality communication directorates and the communities they serve.

N=2 Directors were quizzed f2f during the semi-structured discussions. They were chosen as they are integral in the communication progression with the subdivision and act as a channel amongst other units and the office of the Premier. They offer rural communication and growth guidance and are part of the district and local communicators forums. Further, the following directors were all selected and interviewed: firstly, the Director of Intergovernmental Relations (N=1), who is answerable for the harmonisation and association role of the North West province. Secondly, (SALGA) N=1 is accountable for coordinating and collaborating amongst municipalities and assists in implementing the fifth administration's developmental programmes. Lastly, the researchers selected and interviewed Directors N=4 within the Office of the Premier, all of whom have a management role in supervisory the execution of the growth ventures.

A convenient sample is drawn from units of analysis that are conveniently available.⁵⁵ The process was based on the convenience of the populace, and community members were necessary because of their valued opinions, as they were part of the public. The designated communal members were chosen through the appointments to the municipalities. The selection was based on their ability to provide information relevant to implementing the expansion initiative, partnership and harmonisation amongst the municipalities and the societies. It should also be distinguished that each government sector grows its vision and objectives. It must associate it with the National Development Plan. The Approach must deliver for rural public interaction and involvement and affiliate with a democratic process. Association and harmonisation of diverse subdivisions are also invigorated to offer consistent expansion plans and objectives grounded on communities' needs.

PRESENTATION OF FINDINGS AND DISCUSSION

A strategy is required to facilitate development processes in today's interconnectedness and global challenges. The multisector Approach is thus vital in tackling multifaceted issues, such as economic disparities and sustainable development. The sector delves into the comprehensive exploration and discussion of its significance, principles, and world applications. This article highlights how the Approach fosters collaboration and innovation in an increasingly interdependent landscape.

⁵² Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

⁵³ P. Leedy and J. Ormrod, *Practical Research: Planning & Design*, 11th ed. (Harlow: Pearson Education, 2015).

⁵⁴ Alan Bryman and Emma Bell, *Research Methodology: Business & Management Context*, 5th ed. (Oxford University Press, 2018).

⁵⁵ Gertruida M Du Plooy, *Communication Research: Techniques, Methods and Applications* (Juta and Company Ltd, 2009).

Table 1: Summary (Premier’s Officer)

Results and summary of the interviews with the premier office				
Positions	Director: Corporate comms	Ass Director: corp comms	Director: Media Relations	Premier: Chief comm officer
Coordination & collaboration	Branding and marketing Provincial communicators forums	Setsokotsane , media briefings. National GCIS forums Provincial communicators forum	No coordination or collaboration Task team(spokesperson , GCIS & SALGA)	Government communicators forums Service delivery unit Setsokotsane ward-based operation centres VSTD
Challenges	English expertise product-oriented Brand delivery by staff Change resistance: Internal politics Forums attendance	budget Collaboration	No collaboration with the GCIS	Departments need to reach out to communities. Access to government data and services

(Source: Lobelo, 2020)

The table provides a picture of the communication processes within the Premier's office, the highest office mandated to provide policy direction and align communication, improve service delivery, and provide a mandate for rural development initiatives within the province. Government communication forums, government communication and information systems (GCIS) and VSTD & Setsokotsane programme were identified as mechanisms and platforms for coordination and collaboration. However, responses from the interviews indicate that even though there are such platforms/mechanisms or programmes, there needs to be coordination and collaboration of activities to improve the provincial communication structure within the North West Province. The province needs to get coverage from mainstream media, making dissemination and sharing of information difficult and negating the province's effective and efficient communication system.

Table 2: Summary (Provincial Department and Agencies)

Results and summary (Provincial Departments/Agencies)				
Department	TOURISM: Dir: Communication	DEPT READ: Director: Communication	Inter-Government: Director	Regional Director: SALGA
Coordination & Collaboration	ACT, FEED & READ CATA events Local Economic Forums	Provincial communicators forum	Provincial Communicators Forums District Communicators Forums	Provincial Task team
Challenges	Budget Lack of understanding of communication (Strategic) From administrators to politicians	Budget, lack of the role of communication Lack of coordination between DEPTS	budget lack of policy articulation cadre deployment lack of collaboration between government	Budget vacant position in the strategic post unqualified personnel in strategic posts policy articulation relating to the Setsokotsane Programme

		Lack of interpretation of policy	of departments and the private sector	
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(Source. Lobelo, 2020)

The provincial government is responsible for social services and provides governance and administration. The national government is responsible for the development of policy, and the provincial government is responsible for translating those guidelines, for instance, the development of the Integrated Development Plan (IDP).⁵⁶ All communication heads have identified provincial and district communicator's forums as platforms for coordination and collaboration. Even with these platforms, they all indicated ineffective or inefficient in executing their mandate. They indicated a need for more budget as a negating factor in the coordination and collaboration between provincial, municipal and the private sector.

Thus, this article investigates how a multisector agenda could augment and advance the communication structure and generate operative and effectual networks for grassroots expansion within the North West province. Such networks can enhance harmonisation and cooperative systems amongst the provincial administration and the public. The context refers to the communication pitfalls confronted by the North West Provincial administration.

- A. The lack of interaction and effective communication to liaise with constituencies results in poor community participation in rural development initiatives. Further, there is a general sense that the municipality needs to comprehend the requirements of the public and communicate projects and design objectives appropriately. The other issue intensifying the municipal communication structure is that communication or social media policy needs to be implemented. Everyone uses municipal social media pages to promote party politics. Alayo found that coordination across government ministries is indispensable for identifying connections among the sectors and classifying opportunities for concerted planning and policy making.⁵⁷
- B. Provincial departments, government agencies, and municipalities need an inclusive mechanism for enhancing community participation. Participatory approaches to development communication can give a voice to people experiencing poverty, express themselves and permit them to speak up for themselves. All Communication heads from municipalities specified that the executive committee needs to comprehend the tactical nature and standing of the unit. In their findings, Fougere et al. contend that with partnership, each member should be convinced of potential gain, be it the community or private sector.⁵⁸ Hence, the issue of buy-in from all stakeholders becomes more critical at the beginning, something that the research would endorse. Buxton's findings postulate a reform agenda that proposed building a multisector from the ground up (a premise of development communication and participatory development communication), ensuring that all stakeholders are involved in the proposal and procedure of the development initiative.⁵⁹
- C. The research uncovered a need for more relationships, harmonisation of endeavours, and inadequate intergovernmental relationships. It has been distinguished that subdivisions need to organise their actions or cooperate in their activities. Respectively, each unit works autonomously and parallels the other subdivisions, which triggers the replication of services within the population. The provincial departments and municipalities should avoid such duplications and, as it were, pull in different directions, thereby minimising progress. Coordination and collaboration augment the combined effect between involvements and increase the efficiency of the organisation's operation. Based on the interview between the Director of Intergovernmental and SALGA, it is evident that since they identified a need for coordinators as a challenge to the province, the departments of the provincial administration and municipalities need to harmonise and cooperate in their activities in providing service to the communities. Ineptitude and inadequacy of the district and local communicator's forums towards rural growth were identified as challenging coordination and collaboration. There must be collaboration from different departments to implement the vision inherent in the national development plan effectively and efficiently in 2030. The other identified factor was a need for a calendar of events. Most municipalities stated there is an obligation for a calendar of events to permit the proper planning of projects for coordination and collaborative measures. Alayo indicated that participants could leverage knowledge, expertise, reach and resources in a multisector approach, benefiting from the combined diverse strengths as they work towards the shared

⁵⁶ National Planning Commission, *National Development Plan 2030 – Executive Summary*.

⁵⁷ Alayo, "Multisectoral Approach – The Role of the Federal Ministry of Health. ."

⁵⁸ Fougère and Solitander, "Dissent in Consensusland: An Agonistic Problematicization of Multi-Stakeholder Governance."

⁵⁹ Buxton, "Multistakeholderism: A Critical Look: A Workshop Report."

goals, producing improved results.⁶⁰ On the other hand, Dahlstrom et al. found that cross-sector collaboration is encouraged as an essential means of achieving global socio-economic development and is presumed to be effective in solving complex social problems.⁶¹ Moreover, Alayo, in his conclusion to his paper, asserts that for an effective and efficient multisector, there must be an effective coordination mechanism (how the present article presents the multisector model), a plan such that decisive is applied and implemented across board- it is multisector, promotes a culture that principles and foster partnership and allocation as crucial operation attitude.⁶²

RECOMMENDATION

- A. A MultiSectoral Planning Forum (Encompassing SALGA, HoDs, GCIS, and SOEs) should be created with a strategy to improve the synergy between several objectives through interdependent selection, level, and mediation programming. A multisector tactic necessitates a connection between community (inter-government) and private organisations at the centre of communal involvement in the expansion process.
- B. To establish a Development Form (non-government organisation) and generate a database which can offer essential data concerning the events and services rendered by these organisations and the areas they are facilitating. Replication of services can be eradicated, permitting the administration to assemble and merge resources.
- C. The study also recommends the use of the Multisectoral Participatory Communication Model

Multisectoral Participatory Model

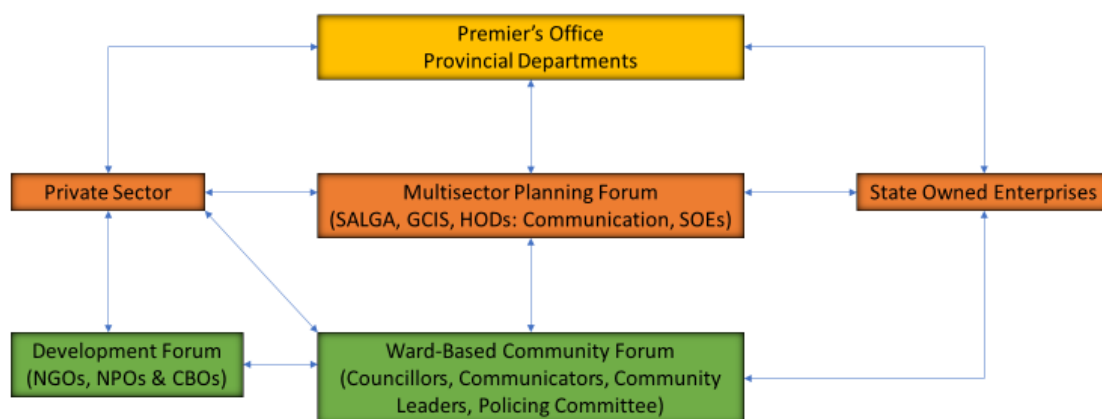


Figure 1: Multisector Participatory Model

Source: Lobelo (2020)

The multisector participatory model offers procedures for the emergence of information amongst several sectors and programs, demonstrating how information from the Premier's office and provincial departments must reach the multisectoral development forum. The central objective is establishing coordination, a collaborative engagement program, and deliberate policy pronouncement and enactment. The forum would encompass all stakeholders: SALGA, GCIS, Head of Units, State Owned Enterprises, and the private sector. The inkling is to crisscross probable partnerships for rural expansion initiatives and chart out MOUs. The study by Appiah, which emphasised the worth of the corporation amongst local farmers and the private sector, indicated the encouraging impact of co-management procedures on environmentally friendly conditions and the

⁶⁰ Alayo, “ Multisectoral Approach – The Role of the Federal Ministry of Health. ”

⁶¹ Dahlstrom and Nyquist, “Cross-Sector Collaboration in the International Community Develops Mnt Initiatives: Learning from the Millennium Village Project. Tanzania. ”

⁶² Alayo, “ Multisectoral Approach – The Role of the Federal Ministry of Health. ”

local economy.⁶³ The public must contribute to their expansion enterprises to profit economically, and the communal advance a sense of proprietorship.

The provincial administration should consider the public as stakeholders who must vigorously present information on what they require and how they must be addressed. Enhanced communal interactions will help upsurge public trust in the administration, creating a more beneficial atmosphere for rural expansion. Trust facilitates the association; unremitting communication will make communities more knowledgeable about administration procedures and augment involvement in all administrative matters. A multisector tactic is ideal for generating circumstances for interdependent association and harmonisation with the provincial subdivision, each with specialised roles and purposes to deliver community services. The government must be in synergy in quest of rural development. By utilising the Ward-Based Forum, they can share data, exchange ideas and resources, and allow partnerships with NGOs and the private sector.⁶⁴ A multisector approach is best suited for generating conditions for distributing information relating to the administration and rural public and improving public participation. Effective employment of the multisector participatory model, development and Ward-Based Community forums will progressively improve service delivery and grassroots expansion in the North West Province.

CONCLUSION

The framework for the multisector approach and participatory development implies that development is not merely a product, but a continuous process of improving the livelihood of the communities. This also requires continuous dissemination of information between the stakeholders within the communication system, which is value-driven. An effective and efficient communication system for social change depends on the strength of its social networks, the trust between members, the degree of coordination and collaboration, the extent of participation, and the negotiation which enables constituencies to control their own economic, cultural, and social development. A multi-sector approach will improve the system and allow collaboration and participatory efforts to enhance sustainable rural development in the North West Province. A multi-sector approach is best suited as a communication/development strategy in creating an environment for sharing information between the provincial government and communities and enhancing public participation. Successful implementation of the multisector participatory model, development forum, and Ward Based Community forum will positively improve service delivery and rural development in the North West Province.

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⁶³ Mark Appiah, "Co-Partnership in Forest Management: The Gwira-Banso Joint Forest Management Project in Ghana," *Environment, Development and Sustainability* 3, no. 4 (2001): 343–60, <https://doi.org/10.1023/A:1020879510134>.

⁶⁴ Lobelo, "An Evaluation of North West Provincial Government's Communication System towards Rural Development..."

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