THE ROLE OF STAKEHOLDER DIALOGUE IN THE SUSTAINABLE

MANAGEMENT OF HIV/AIDS NON-PROFIT ORGANISATIONS

By

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Declaration

I declare that the Masters study, which I hereby submit for the degree MPhil Communication Management at the University of Pretoria, is my own work and has not been submitted by me for a degree at another university.

Mercia Cruickshank

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God has been my strength and guidance in this study and has kept me grounded, given me strength and carried me through the most difficult of days. It has been a long journey with many life adventures. By the Grace of God, I have completed my journey. He provided me with the most wonderful support on this journey. These people are:

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Abstract

The global impact of HIV/Aids on children is ever-increasing. In an emerging country, such as South Africa, the number of orphans and vulnerable children due to HIV/Aids has caused the increased need of Non Profit Organisations (NPOs) to cater for these children. NPOs play a vital role in educating people about the prevention, spread and treatment of HIV/Aids, however many NPOs are unable to continue their work due to the lack of funding, the incorrect utilisation of the funds and even the mismanagement of the NPOs. Many NPOs are volunteer-run and most grassroots NPOs are born from an individual or group of individuals that have a passion to help a certain cause. Due to many grassroots NPOs relying on one individual who is available to manage it on a daily basis, it can lead to the miscommunication within the NPOs and between the donors and stakeholders of the NPOs. Relationships between stakeholders are built around trust and mutually beneficial outcomes for all the stakeholders involved. If distrust, the perceived mismanagement of funds or miscommunication occurs, the relationship with the same sponsor/donor can be negatively affected. This can cause NPOs to not receive continuous sponsorship or support. The establishment of good relationships with sponsors/donors and the other stakeholders within the environment is very important in the long-term sustainability of a NPO. One of the main problems facing the grassroots NPOs is longevity. In Gauteng alone there are over 20 000 NPOs all competing for funding, sponsorship and stakeholders to invest long term in their cause and to allow for their survival. Very few NPOs are able to exist for long periods of time due the lack of strategic communication between stakeholders and the NPOs. Many NPOs are not trained in the valued skills of communication and relationship building with their stakeholders.

The research aim of the study was to investigate the role of stakeholder dialogue in the sustainable management of an HIV/Aids grassroots NPO in Gauteng. The study aimed at illustrating the complex system of dialogue from Freire's participatory perspective and the impact that dialogue can have on the sustainable strategic management of a NPO. It illustrates the importance that the communication

boundaries between the various stakeholders should be permeable boundaries allowing for bi-directional communication and dialogue as well as feedback between these individual elements to ensure proper strategic communication.

The study is comprised a comparative case study analysis. The empirical stage of the study was developed based on the literature which provided the theoretical questions that were addressed. The research methodology followed was email questionnaires, in-depth interviews and documentation and website reviews. A detailed comparative case study analysis with representatives from five business sectors, namely the Clothing industry, Ministry industry; NPO (community), Financial Industry and FMCG industry was undertaken. The study was qualitative in nature to allow for the expansion and exploration of the dialogue processes with the different stakeholders. Due to time constraints from the mostly volunteer-run NPOs email questionnaires were preferred. The questionnaires were filled out by the respondents after which the researcher had follow-up discussions with respondents where further clarification was needed. The two NPOs who could avail themselves for in-depth face-to-face discussions greatly assisted the researcher to gain insight into all the challenges, unsustainable management processes and lack of dialogue between the NPOs and their stakeholders.

The Morse and Field approach was used to analyse the data allowing for comprehending synthesising, theorising and re-contextualisation in order to do comparisons and interpretations of the various data collected from the grassroots NPOs, their stakeholders and management.

The research findings have revealed that due to grassroots NPOs being volunteer-run, sponsors/donors were not always participating in dialogue and the lack of central management stakeholders or teams within the grassroots NPOs caused for some NPOs to be unable to communicate and manage themselves effectively thereby resulting in an inability to maintain a status of sustainability. In order to increase the sustainability and effectiveness of communication within grassroots NPOs, the stakeholders and grassroots NPOs are to continuously encourage

dialogue, focus on communication, feedback, adaptation and continuous relationship management which can be established through building long term communication processes and relationships. The more involved the stakeholders become and feel, the more likely they are to remain loyal to the cause that the grassroots NPO is working toward bettering in the community, especially in the vulnerable HIV/AIDS orphan grassroots sector. Through communication, the NPO is able to maintain dialogical processes whereby they can continuously adapt to suit the stakeholder's needs as well as the community it is serving. The relationship between the stakeholders shifts from being a parent-child relationship, to that of a partnership with equal vested interested. This partnership allows for stronger relationships to be established, better communication channels to be created and long term sustainability as all the partners are investing financially and intellectually to create change within a community that needs assistance.

It can be surmised that stakeholder dialogue through established communication channels with the various stakeholders can lead to the long term sustainability of grassroots NPOs, thereby requiring proper stakeholder relationship building and management and stakeholder dialogue occurring between the various stakeholders as well as between the NPO and their stakeholders. This is achievable through the establishment of long term relationships.

Table of contents

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List of tables

List of figures

List of appendices

CHAPTER 1

ORIENTATION AND MOTIVATION

1.1   INTRODUCTION

The United States Department of State (2016) has released statistics on the devastating impact HIV/Aids has on the South African population. They indicated that 17.9% of South Africa's total population are infected with HIV, which summates to a total of 5.3 million South Africans. The most affected groups are the 15-49 year olds (19%) and women of childbearing age (35%) (US Department of State, 2016). It is estimated that there are approximately 1 700 new infections on a daily basis. By the end of 2012, an estimated 2.1 million children were orphaned by HIV/Aids. Of these 2.1 million children, 70% would have lost their mothers, thus relying on their older siblings or relatives to now take the responsibility of raising these orphans. Many of the young children, often infected by HIV, are needing care from various institutions to survive and receive treatment. This not only lead to a negative impact on the economy, but also to an increased need for Non-Profit Organisations (hereafter referred to as NPOs) to assist orphaned children. The National Strategic Plan (NSP) 2012-2016 was implemented within South Africa to lessen the devastating impact of HIV on orphans, vulnerable children and youth by providing access to basic social services through NPOs and governmental organisations.

According to the Non-Profit Organisations Act 71 of 1997, a NPO, (also known as a not-for-profit organisation) is an organisation that is not primarily established for the profit or the gain of their members but to advance the public interest of the members (2008). The Ford Foundation (2008) has released an article on SANGONeT's (Southern African NGO Network) website illustrating the vast amount of NPOs there are in South Africa. The number mentioned is 110 000, which includes charities, welfare, health, faith based organisations and schools (Anon., 2013). The Prodder website (www.prodder.org.za) has 608 NPOs and Non-Governmental Organisations (hereafter referred to

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as NGOs) listed on their database (2013). SANGONeT is an NGO that focuses on information communication technologies (ICTs) and remains one of the few NGO's in Africa which serve civil society with ICT products and services. Many of these NPOs and NGOs exist to help counteract the devastating effect of HIV/Aids on society as a whole. Horasis is a global visions community committed to enact visions for a sustainable future and they published an online article by Frank-Jürgen Richter (2013) who is the founder and chairman of Horasis, stating that dialogue between NPOs and their stakeholders such as the governments and businesses are critical to the collective progress as a world society. Within this research, stakeholders are referred to as donors (individuals and communities) as well as donor organisations. The sponsors/donors consist of local or international donor organisations, members of society (local or from other countries) and for-profit organisations who donate to communities or NPOs as a part of their corporate social responsibility. Richter (2013) also states that the use of dialogue allows for the effect of true change. Without NPOs the dialogue between stakeholders would never occur and furthermore, the very knowledge of the plight of the impoverished, especially in the HIV/Aids arena might never be made public.

1.1.1 HIV/AIDS pandemic

According to the United Nations' Millennium Development Goals (MDG) for 2015, almost 5 500 people in Sub-Saharan Africa die from HIV/Aids daily (2008). Although, the number of daily deaths is on the decline due to the availability and increased access to antiretroviral drugs, the impact on children is still devastating. The number of orphans increases daily at an unacceptable rate even though an increase in antiretroviral treatment has been made available to pregnant women. In most cases the increased numbers of children requiring support outweighs the access or availability to support and need as the facilities require more financial resources and long term commitment. Many countries have begun to realise the importance of establishing national development programmes to provide HIV/Aids orphans with basic health care, social welfare, education and protection. In spite of this, NPOs are still relied upon to aid these children in many of the regions. The main issue faced however is that NPOs also lack necessary funding to sustain the support and facilities for the orphaned children and vulnerable children and the youth (United Nations, 2008).

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1.1.2 Differences between Non-Profit Organisations and Non-Governmental Organisations

It is important to understand that there is a difference between a NPO and a NGO as they provide different services based on their classification. According to the Department of Social Development (2008), a NPO is defined as a trust, company or other association of persons which has been established for a public purpose. The income and property will not be distributed to its members or office bearers unless it is reasonable compensation for services rendered (Department of Social Development, 2008). NPOs can be described as one type of organisation (institution) that offer services not provided by private businesses, government organisations or the state (Cronje, Du Toit, Motlatla, 2000:22). Cronje *et al. (2000:23)* continue to explain a NPO as a need satisfying organisation that does not seek to make a profit but still provides basic services to communities or individuals in need. Examples provided by Cronje *et al. (2000:22)* are organisations like welfare organisations and cultural organisations.

A NGO, according to the De Montfort University in Leicester, is a private organisation which is either charitable, research focused or educational in nature (2008). A NPO will be defined as a non-profit group which is organised on a local, national or international level. They usually focus on the humanitarian functions from a task-orientated perspective and bring the concerns to their stakeholders and communities (World Bank Organisation, 2008). Thus, the basic difference between the two can be summated and identified as a NPO being established for a public cause or purpose and the NGO being private in nature.

Although literature documents and press releases use the terms NPO and NGO interchangeably. For the purpose of this study, the term NPO will be used as all NGO's fall under the definition of a NPO.

1.1.3 Purpose of Non-Profit Organisations

An organisation can only apply for NPO status if it is not part of a government organisation and not-for-profit (Company Act 61 of 1973). NPOs play an important economic role in society as they are established to provide for certain needs of the community that are usually not supplied by government. Needs can be classified as both physiological (hunger, thirst and survival) and

psychological (ego and self-actualisation) needs and wants (Maslow, 1943:370-396). A NPOs' existence is directly proportional to the acquisition of their own funds, mainly through donations from the public, contributions by members or subsidies (Nieman & Bennett, 2002:10). The needs of the communities can only be determined through participation between the NPO and the community in the form of dialogue. Dialogue will allow for the bi-directional flow of information between the NPO and the community and will allow for channels of open and honest communication.

The purpose of a NPO differs depending on what the NPO desires to achieve. Camfed (2013), for example exists to help fight poverty in Sub-Saharan Africa through educational programmes that are transparent and accountable. According to the research done by the South African Department of Social Development (2011), NPOs exist to facilitate the needs in one of the following areas:

- Culture and recreation

  Culture and arts, recreation and social clubs, service clubs and sports

- Education and research

  Higher, secondary, primary and other education and research

- Health

  Hospitals and rehabilitation, mental health and crisis intervention, HIV/Aids, Nursing homes and other Health services

- Social services

  Emergency and relief and income support and maintenance

- Environment

  Animal protection, environment and research

- Development and housing

  Economic, social and community development, employment and training and housing

- Law, advocacy and politics

  Crime prevention and public safety, victim support, rehabilitation of offenders and consumer protection associations

- Philanthropic Intermediaries and Voluntarism promotion

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Grant making foundations, voluntarism promotion and support and fundraising organisations, international activities

- Religion

Congregations and associations

- Business and professional associations and labour unions

Brown and Moore (2001:569-571) propagate that the existence of the NPO is directly associated to ''the cause'' which advances human rights and continues service to the disadvantaged community it is embedded within. Rangan (2004) re-iterates this thought by stating that the NPO exists to address an important problem in society whose solution will improve the wellbeing of the community and those affected by the problem. This can specifically be applied to the case of HIV/Aids orphans in South Africa.

1.1.4   Need for sustainability of Non-Profit Organisations

NPOs in South Africa are under strain to cover their financial costs and if not make a profit, at least to cover their expenses, as many of them are running at a deficit (Rippon, 2008:4). However, it is important to note that this study is not primarily focused on finances or financial elements of a NPO. This study will thus contribute to the investigation of the most important elements of sustainable strategic management that any organisation should implement and then most certainly which of these elements are related to the success and sustainability (independence) of selected AIDS related NPOs in Gauteng. Social transformation is at the core of any NPO's existence as they exist to bring about change and aid to communities which otherwise could not achieve it on their own. Social transformation can be identified as one element relating to the sustainability of NPOs. A NPO generally relies on donations (financial or time) from the surrounding communities, stakeholders and organisations, but continual sustainability will be achieved from business interest, management training and strategic analysis and guidance (Rippon, 2008:1-15). The NPO should be able to understand i) strategy, ii) communication (grassroots approach) and iii) financial independence and self-sustainability.

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The Ford Foundation has released an article on SANGONeT's website illustrating the vast amount of NPOs there are solely in South Africa. As mentioned before, it is estimated that there are 110 000 charities, welfare, health, faith based organisations and schools within South Africa (Anon., 2006). According to the Prodder website (2013) 608 NPOs and NGO's are listed on their database. Oliver's House (2008) is a website that contains lists of all registered and de-registered NPOs listed by province in South Africa. In Gauteng alone there are over 8 000 NPOs. On the CharitiesSA website distinct categories of NPOs have been created (2013). CharitiesSA (www.charitysa.co.za) is a website dedicated to listing all the NPOs in South Africa and providing a brief description of their needs. The categories vary from adult, children, HIV/Aids, tourism, animals, to name but a few. Within the HIV/Aids category there are approximately 60 HIV/Aids NPOs and of the 60, only 16 that focus specifically on children aged 0-18 years.

Due to new NPOs being formed almost daily in South Africa to accommodate for the growing needs of communities and many others closing as frequently due to lack of funding and sustainability, the issue of achieving long term sustainability is vital. Few statistics are available as to where NPOs within South Africa receive their funding from. However, the Johns Hopkins University, in Baltimore United States started a study in 1994 and over several years has collected the following regarding the funding of NPOs within South Africa: 90% has come from donors and 10% from self-generated income. This is compared to the international study of developed countries in which their NPOs receive 43% of their funds from government grants and subsidies, 47% they generate themselves, and 10% is given by donors. The long term sustainability of NPOs in South Africa with current economic climates thus proves difficult as many companies have downsized, reduced budgets and many people who were able to contribute financially have reduced or even stopped their donations due to increased personal expenses.

An identifiable problem according to Rippon (2008:1-16), is the sustainability and strategic management of NPOs as they are volunteer-run. An issue of the importance of NPOs has arisen because in the current South African economy business confidence is low and the strategic management and focus on future strategic development should be addressed by all NPOs in all

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6

South African communities. NPOs are of great importance in South Africa due to the HIV/Aids pandemic that is still rife within South Africa even though various HIV/Aids programmes have been implemented to assist the fight against AIDS. The growth of HIV/Aids NPOs in South Africa is increasing annually and this addresses the growing needs from many communities and orphans (SANGONeT, 2008). Rippon (2008:1-3) explains that to drive the economic wellbeing of South Africa, NPOs and profit making businesses (private companies) are important and they require the efficient management of community resources donated by private companies to NPOs which are necessary for ensuring a balanced quality of life for South African communities. Many NPOs, which are registered with SANGONeT and CharitiesSA, are geared toward helping the people affected and infected with HIV/Aids. According to AVERT, the international AIDS charity (2006:2), the reason for the rapid growth in NPOs addressing HIV/Aids is because, during the political distractions in South Africa, AIDS and the AIDS epidemic was ignored and now the devastating effects (for example, child headed families, increase in orphans, etc.) are to be addressed urgently by communities and society at large.

Sustainability is difficult to define due to the various contexts it can be defined and applied in. According to Faber, Jorna and Engelen (2005:2), these many definitions can be easily compared or rigidly defined. Consequently, this means that sustainability cannot be easily determined. Furthermore, it is explained that the concept of sustainability has developed over time and is under constant influence by society, cultural and organisational debates and discussions. Sustainability is used to express the relationship between the artefact and the environment in which it exists, co-exists and interacts with other elements (Faber *et al.*, 2005:4) For the purpose of this study sustainability is being viewed from a management perspective and the artefacts are the stakeholder or donors, environment (multicultural, integrated and interdependent), employees, community and the NPO.

The Henry. J. Kaiser Family Foundation states that South Africa has the highest number of people estimated to be living with HIV/Aids (2013) and these individuals require access to basic healthcare and welfare. The necessity for NPOs to perform in satisfying needs becomes evident, however a

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main concern for NPOs is the sustainability as they are not financially independent but rather dependent on donors, organisations and strategies created in developed countries. According to Bok (2008), the director of NPO directorate in the Department of Social Development, the contribution of the NPO to deliver services to the community is immeasurable in terms of the scope and nature of the service provided. Oliver's House is a NPO that was founded in 2001 and operates in Benoni on the Eastrand in Gauteng, South Africa. It is dedicated to helping communities and individuals with an interest in NPOs and they provide comprehensive lists of all the registered and de-registered NPOs by province, therefore proving again that the sustainability of NPOs and sustainable management of NPOs is lacking not only in Gauteng but across South Africa. Due to the substantial new registrations and de-registrations of NPOs within South Africa, to keep this list updated proves challenging. The list for Gauteng indicates that on a yearly basis many new NPOs are formed and many foreclose within a financial year. The sustainability of a HIV/Aids NPOs in South Africa and more specifically Gauteng can be in jeopardy. Sustainability of a NPO is therefore directly correlated to its high level of effectiveness within the community and thereby facilitates its long term survival (Herman & Renz, 1998:23-25).

The Excellence theory is a general theory of public relations that postulates how public relations can make organisations more effective and defines what characteristics constitute excellent communications. Within the NPO sector public relations is important as it aids the NPO in building good relationships with its sponsors and donors to ensure a long term relationship can be formed and maintained thereby encouraging long term investor relationship and support to ensure the longevity of the NPO.

1.1.5   Freire's Dialogical Communication as a form of Development communication and Non-Profit Organisations

Developing and/or emerging countries in Africa began to become liberated and anti-colonised since the 1940's (Gumucio-Dagron & Tufte, 2006:xviii). Gumucio-Dagron and Tufte (2006:xviii) explain that intellectuals began to view issues of poverty and underdevelopment as two important concepts that are required to be addressed through development strategies, theories and

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approaches. This leads to the importance of development communication and how organisations in emerging countries (especially the NPOs and NGOs) should use developmental approaches to address issues affecting their countries (Gumucio-Dagron & Tufte, 2006:xix). Many of these skills are scarce in many industries, communities and NPOs, especially in emerging countries such as South Africa (Cronje *et al.,* 2000:21). According to SAinfo (2008), South Africa is a country which has various cultures, dialogical processes, beliefs, value systems, understanding and communication processes. Thus, when attempting to communicate with culturally diverse populations, the importance to address them from their own understanding and culturally acceptable ways are a necessity to ensure that the message that transcends from the NPO to the communities involved, as well as the stakeholders, is done to their satisfaction and from their understanding. Earlier studies conducted by theorists such as Freire (1987) and Rogers (1976) concerning development communication have highlighted that communication from a grassroots (bottom-up) approach is the platform from which to begin. Melkote (1991:229) defines development communication as the goal for raising the quality of life of populations, including increasing income and well-being, eradicating social injustice, promoting land reform and freedom of speech as well as establishing community centres for entertainment and leisure. Due to the high HIV/Aids infection rate (and already infected people) in South Africa and Gauteng specifically, development communication will form the basis for this research. As previously mentioned, development communication requires participation (Davids, Francois & Maphunye*,* 2005:107) and more pertinently, dialogue between the NPO and the community to aid in facilitating participation.

Freire (1987) was a founding father of dialogue and grassroots (community) communication which added to the body of knowledge concerning development and the importance of education and dialogue in development. Even though his study was published in 1976, his works remain seminal in the study of dialogue and the grassroots approach as many of his findings are still valid today. A main focus of Freire (1987:103) concerning the community's developmental needs is grounded in the notion that individuals who desire self-worth and have values and norms that influence their lives have a need as individuals to participate within a community or social movement. These considerations are to be understood and incorporated in an attempt to create social transformation

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within a community that desires change and development (Freire, 1987:103). Development, according to Rogers (1976), can be described as a widely participatory process of social change in a society. The intention of development is to bring about both social change and material advancement for the majority of people through the process of gaining greater control over their environment. Dialogue and the grassroots approach is based on Freire's participatory approach which identifies dialogue as an approach to learning which is characterised by directiveness (order), discipline (regulation), determination and objectives (Freire, 1987:102). Freire reiterates this argument by stating that education (of communities involved in a social change process) which forms the basis of transformation and relies on commitment, involvement, responsibility and looks at critical issues such as whom will make decisions that influence the community and who will initiate this dialogical occurrence. No consensus or individual change can take place without dialogue within groups of people with homogenous needs, between groups of people with different needs and between the public planners (e.g.: government agencies, private voluntary organisations) claiming to meet their needs (Mody, 1991:28).

By looking at the number of NPOs that have to continually deregister, one can rightfully deduct that many NPOs in South Africa are not sustainable because they do not have the necessary knowledge and skills to be managed correctly and are continuously influenced by ever-changing internal and external stakeholder requirements and needs. There is also a lack of dialogue evident between the main stakeholders, namely the NPO, community and the sponsors/donors. A Nexus search was done and no studies pertaining to this specific topic or a similar topic were found.

There has been a substantial growth in NPOs over the past few years especially AIDS related NPOs. A major concern from most theorists is the lack of long term sustainability and this proposed study is geared toward defining and creating a strategy that can be adapted and suited to all AIDS related NPOs.

AIDS has become a pandemic in a South Africa and the requirement for sustainable NPOs has become desperate. Many volunteers, managers and organisations contribute to NPOs but do not

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realise that a NPO cannot be managed based on the same set of criteria, business strategies and communication plans as other businesses or organisations have a separate not for profit section under the Companies Act which was established (Morgan, 2005:1). The original act was established in 1973 and was replaced by the new act which was promulgated in 2008. There are more elements involved in NPOs, especially the fact that the people or community seeking aid from a NPO require to be communicated to differently, more intricately and using certain community leaders (Freire, 1987:27). Finances and strategy are not the only two elements that lead to sustainability. Sustainability should occur from an internal structural process and have permeable boundaries to continuously adapt to suit the external community or environment (Faber *et al.,* 2005:4). Figure 1.1 illustrates the goal of sustainability through the dialogical processes occurring between the three core partners in the sustainable management of an NPO, namely, the NPO, the sponsors/donors and the community. The dialogical process is required to be bi-directional and occur between each of the 3 core partners in order to achieve the goal of sustainability. The norm of sustainability can thus be illustrated through the diagrammatical representation shown in Figure 1.1.

Figure 1.1 Core partners in sustainability
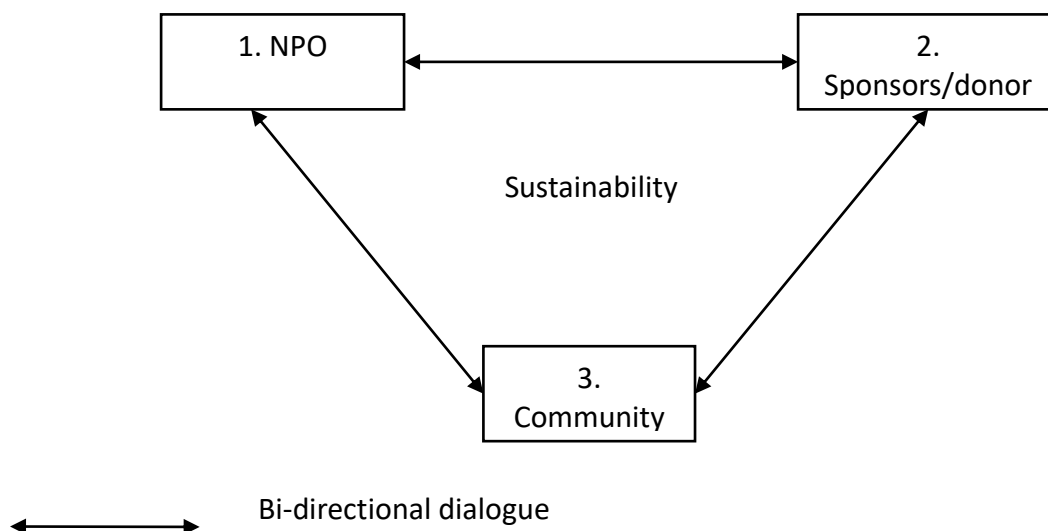
One of the many problems facing HIV/Aids NPOs is the long term sustainability. HIV/Aids NPOs, like many other NPOs, are purely volunteer-run which means that continuous dialogue and interaction with the same members of the NPO between the sponsors/donors and the NPO as well as the

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community and the NPO cannot occur often enough or with the same individuals. This leads to broken dialogue, miscommunication, re-direction of information, new briefings and communication from the beginning and lack of interaction to occur on a large scale. Thereby, time frames are longer to receive sponsorships, continuous dialogue is not occurring and in some instances the frustration of this process can lead to sponsors/donors losing interest in helping or the NPO being unable to aid the community in real-time to serve their needs.

Figure 1.2 illustrates how the four subsystems, namely the environment, communities, stakeholders/donors and NPOs interact with one another to achieve the goal of sustainable management. Only once all four subsystems are communicating and interacting with one another is sustainable communication and sustainability possible.

Figure 1.2:   **Interaction of each system to aim for sustainable management**

(Self-conceptualised)
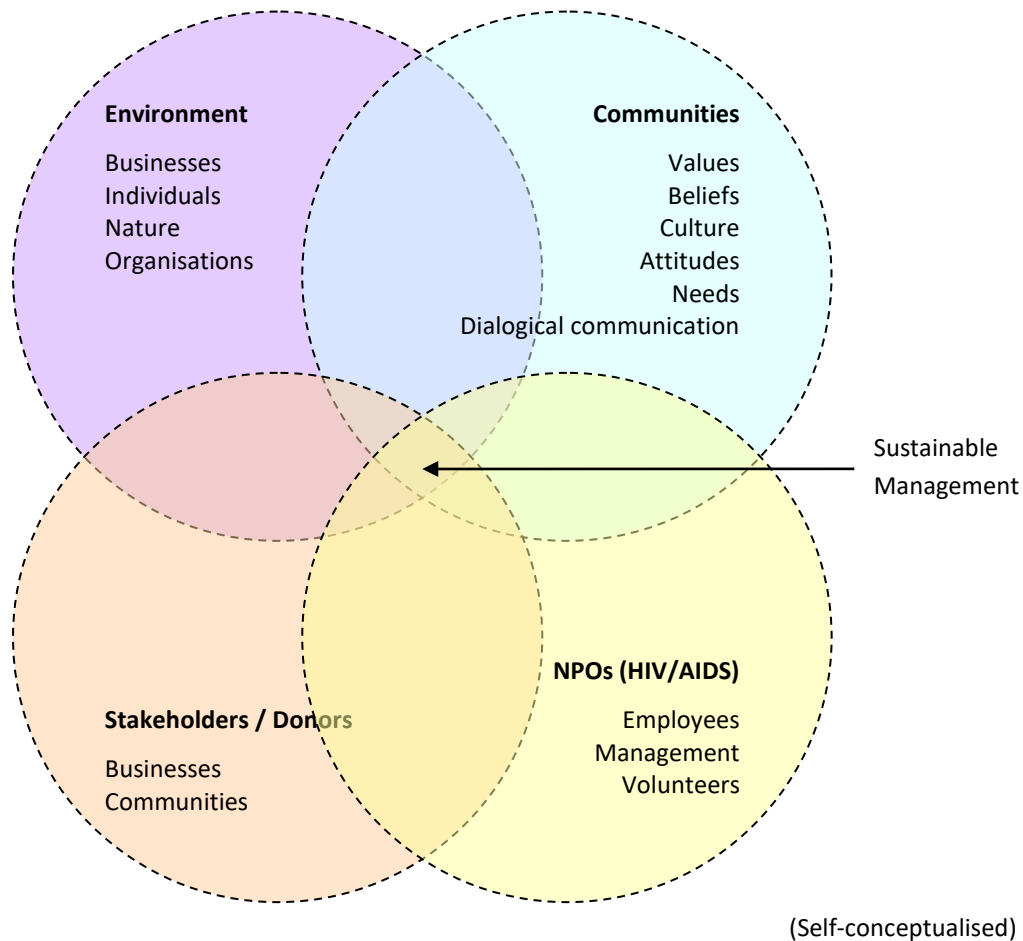
1.2 PROBLEM STATEMENT

Within the NPO industry in South Africa, the long term sustainability of an NPO is impacted by various variables, such as long term funding, dialogue, sustainable management and continuity of stable and constant staff members. Due to the fact that most NPOs are volunteer-run, many staff members come and go which attributes to the lack of sustainability. The lack of financial resources to pay for a communication and relationship expert to assist in the management of communication and relationships between the NPO and stakeholders has a negative influence on the sustainability of NPOs, especially the smaller, grassroots NPOs. The lack of media strategies, continuous funding from one sponsor/donor, communication strategies and "grassroots" approach to stakeholder interaction are also influential factors in the sustainability of HIV/Aids NPOs. In summation long term sustainability is thus affected by NPOs being volunteers run and the lack of financial resources to have communication experts.

1.3 RESEARCH AIM

The research aim of this proposed study is to investigate the role of stakeholder dialogue in the sustainable management of an HIV/Aids NPO in Gauteng. The research aims at illustrating the complex system of dialogue from Freire's participatory perspective and the impact that dialogue can have on the sustainable strategic management of a NPO. The specific aim of this study is to investigate how the internal and external stakeholder's needs, values, beliefs and cultures affect the sustainable management of the NPO due to permeable boundaries, bi-directional communication and dialogue, and feedback channels existing between these individual elements.

1.4 RESEARCH QUESTIONS

The following research questions have been derived from the stated research objectives:

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13

i) How will the lack of dialogue affect the sustainability of a NPO?

ii) What effect does poor internal and external communication channels and processes have on the sustainability of a NPO?

iii) What impact does the lack of internal and external long term relationships have on the sustainability of NPOs?

iv) What impact does the lack of dialogue with the community in relation to their needs, values, beliefs and cultures have on communication effectiveness?

Thus the research objectives can be stated as:

i) To determine the role stakeholder management plays in the sustainability of the NPO.

ii) To identify the importance of dialogue between the three core stakeholders, namely the community, sponsors/donors and the NPO.

iii) To determine the importance of long term-relationships aiding the dialogical process between the stakeholders.

iv) To determine the impact of relationships and dialogue.

1.5 META-THEORETICAL CONCEPTUALISATION

The meta-theoretical framework of the cybernetics tradition will form the grounding platform from which the communication strategy, development study and sustainability factors can launch from. The cybernetic tradition has been selected as the meta-theoretical framework as it explores how relationships are systematically formed (Littlejohn & Foss, 2005:189).

Table 1.1   Conceptualisation and meta-theoretical framework

RESEARCH OBJECTIVE	**To investigate the role of stakeholder dialogue in the sustainable management of HIV/Aids Non-Profit organisations.**

CONCEPTUALISATION

Theoretical domains and related existing theories

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14

Grand theory	Excellence theory	
Worldview	Two-way symmetrical communication approach	
Theoretical domains	Communication Management	Development communication
Sub fields within theoretical domains	• Stakeholder relationship management • Fundraising • Channels / Stakeholder contact points (e-mail; Facebook; Twitter) and other social media	• Social media
Theories / Approaches from the respective subfields within theoretical domains	• Stakeholder theory • Two-way symmetrical model for communication management	• Participatory approach • Freire's (1987) dialogical approach
Concepts	• Internal communication • External communication • Integrated communication	• Internal communication • External communication • Integrated communication
Constructs	• Internal communication – volunteers and managers • External communication – community, public and business stakeholders • Strategic in nature • Communication is important • Stakeholder dialogue	• Dialogical approach • Interaction amongst stakeholders • Community focus • Bi-directional communication • Internal and external communication within an NPO • Communication is important • Social media

1.5.1   Excellence Theory

According to Grunig, Grunig and Dozier (2002), excellent public relations departments are able to continuously scan their environment to bring the voices of the public into decision making. As an NPO serves a specific public or societal need, the public relations of the NPO should be focused on achieving this goal. The programs of communication must be developed in such a way to ensure that symmetry of communication occurs between the participants (activists in the community) and the managers. For an NPO specifically, the communication should to occur symmetrically between the stakeholders, NPO and community. Symmetrical communication is important both internal to

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15

the NPO and externally with its stakeholders so effective management decisions and behaviors are implemented to ensure strategic management of communication occurs. Within an NPO symmetrical communication can establish a culture of participation that in turn can increase both internal satisfaction of the employees and volunteers within the NPO and externally with the stakeholders being a part of the process of communication and the decision making of the NPO. Excellent communication functions are integrated usually through a senior communication specialist with a public relations background. In some instances, due to many NPOs being volunteer-run, there are no specialists in the communication arena, which in turn creates a need for the NPO to seek assistance from sponsors or donors to ensure their strategic management is aligned to goals of the community they serve and their stakeholders. This prerequisite for symmetrical communication leads to the notion of dialogue being required between the NPO, the community and the stakeholders. Freire's (1987) dialogical approach clearly describes how development communication can be used to aid communities in need, thus NPOs can apply the principals of Freire's dialogical communication.

1.5.2   Theoretical domains

In studying the sustainability of NPOs and how they communicate on an internal, external and integrated manner, two theoretical domains become apparent, which include: i) strategic communication management and ii) development communication. It should be noted however, that based on all these elements functioning as an open system within a NPO the worldview is focused on the two-way symmetrical approach. These two theoretical domains are discussed within Chapter 2 (Strategic Communication Management) and Chapter 3 (Development Communication). Each of these domains explore communication and interaction between systems, thereby indicating the influence on sustainability of NPOs.

1.6   DEFINITIONS OF KEY TERMS

The following key terms assist in defining various aspects and concepts within this study.

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i) *Strategic management* can be defined as the art and science of the formulation, implementation and evaluation of cross functional decisions which in turn enable an organisation to achieve its objectives (Krigjsman, 2007). It consists of three stages, namely strategy formulation, strategy implementation and strategy evaluation. It also requires intuition and analysis according to Krigjsman (2007).

ii) *Strategic communication management* can be described as the communication which is aimed at aligning the entire organisation towards organisational strategy and aligning different department's goals or relationship building with strategy (Steyn & Puth, 2002:3).

Within the NPO environment, the NPO should to align its strategy to that of the community's needs and the sponsor/donor's Corporate Social Responsibility (CSR) strategy all the while maintaining relationships with both stakeholders. Within this study, the NPO is required to have aligned their goals and needs with that of the community and the sponsor/donor in order to effectively establish a strategy based on sound relationships and communication.

The NPO and its stakeholders (sponsors/donors and the community members) are required to work together to achieve a holistic strategy which is to be implemented to ensure that the goals of the NPO, community and sponsor are achieved and accounted for. Due to NPOs being volunteer-run and some instances not having the necessary understanding or training within the field of strategic management, the sustainability of the NPO can be negatively affected. The sponsors/donors are also not always available to assist due to time constraints and lack of a dedicated team or department that interacts with and assists their sponsorship programmes.

iii) *The participatory development approach* according to Gran (1983:173-175) is an approach which refers to 'engagement' as being a part of the 'self-sustaining' element of the

17

participatory development approach (humanist approach). Engagement can occur through dialogue and communication.

Dialogue should occur and exist between all the stakeholders within the strategy and the dialogue is required to be continuous and bi-directional thereby ensuring the possibility of aligning strategies, being held accountable and monitoring the progress. The sustainability of an NPO requires continuous engagement between the key stakeholders, namely, the NPO, community and the sponsor/donor.

iv) *The dialogical approach to learning* is characterised by directiveness (order), discipline (regulation), determination and objectives (Freire, 1987:102). Dialogue, according to Freire can be defined as "the encounter between humans, mediated by the world, in order to name the world" (Bartlett, 2005). Freire (1987:102) states that education (of communities involved in a social change process) which forms the basis of transformation and relies on commitment, involvement, responsibility and examines critical issues such as whom will make decisions that influence the community and who will initiate this dialogical occurrence. No consensus or individual change can take place without dialogue within groups of people with homogenous needs, between groups of people with different needs and between the public planners (e.g.: government agencies, private voluntary organisations) claiming to meet their needs (Mody, 1991:28).

Dialogue and learning occurs between the community, NPO and the sponsors/donors. The sponsors/donors learn about the specific needs of the community through dialogue between themselves and the NPO serving the community. The NPO establishes what the needs are through dialogue occurring between the members or a representative of the community and the NPO. Learning and dialogue occur concurrently and through the continuous process it can establish long term relationships.

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v) *Sustainability* is used to express the relationship between the artefact and the environment in which it exists, co-exists and interacts with other elements (Faber *et al.*, 2005:4).

Financial sustainability is an important element of the overall sustainability of an NPO as the sponsorships received from various donors allow for the NPO to actively participate in the fulfilment of the community it should serve and provide for.

vi) *A stakeholder* is any person, group or organisation that is able to place a claim on an organisation's attention, resources or output or alternatively is affected by the output (Renz, 2010:235).

Pertaining to this study, the sponsors or donors consist of various individuals (from the general public) who contribute either with time, expertise or financially as well as the larger corporations and investors who make financial donations to NPOs. Stakeholders also consist of community members in need, volunteers and the media. The stakeholders within this study can be identified as funders, referral agencies, volunteers, government officials, regulators, clients, staff, Board of directors, communities, employees, Unions, other NPOs, collaborative partners, contractors, customers, donors, suppliers and the press/media.

1.7   RESEARCH DESIGN AND METHODOLOGY

The research methodology was divided into and based on the qualitative research perspective. Due to the qualitative nature of this study it is exploratory (what is going on?) and descriptive (why is it going on?) in nature. According to Babbie and Mouton (2001:272), exploratory research is inductive in nature and aims to achieve a dense description of the phenomenon of enquiry. Descriptive research aims to describe events or situations and infers that the representation of participants' realities should be clearly described. A contextual research design is not appropriate for this study as this study seeks to generalise the application of certain results to afford a solution to the sustainability of NPOs in Gauteng.

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A brief overview of each element will be addressed in Table 1.2 below:

Table 1.2 Research design and methodology

Research design	Qualitative research used as it is exploratory in nature
Research Strategy	Comparative case study analysis
Data collection	Email questionnaires, in-depth interviews and document and website reviews
Data analysis	Morse and Field to allow for comprehending synthesising, theorising and re-contextualisation
Rigour	Guba's model of trustworthiness
Ethics	Protecting from harm, consent and right to privacy

1.7.1 Symmetrical worldview within the Excellence theory

This study views strategic communication management from a symmetrical worldview within the systems theory perspective. The grand theory is based on the systems theory from a symmetrical worldview perspective. The systems theory emphasises the elements of interaction and feedback occurring in a relationship within a society (Blumberg, 2008:21). The systems theory is a multidisciplinary approach to knowledge, as the system's principles indicate the number of different fields which resemble one another (Littlejohn & Foss, 2005:40). The communication that occurs between the NPOs and the stakeholders should function as an integrated, holistic system, but follow the principles of the symmetrical worldview. For the purpose of this study the symmetrical worldview will be the platform from which the research will take place.

1.7.2 Two-way symmetrical model

Grunig (2009) explains that the two-way symmetrical model is a model that emphasizes communication exchange, reciprocity, and mutual understanding thereby allowing an organization to adjust and adapt to each other until consensus is reached. This aids an NPO when

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communicating with its various stakeholders, as this communication allows for the various stakeholders to adapt and change as necessary.

According to Holtzhauzen (1995:51-52), the two-way symmetrical world view consists of the following elements:

i) Communication is the established communication between systems and people (stakeholders);

ii) It consists of subsystems and supra-systems;

iii) *Gestalt* applies (the whole of the system is greater than the sum of its parts);

iv) All the parts are interdependent and interrelated in some form;

v) The system strives towards dynamic equilibrium;

vi) All people are equal and should be treated as such;

vii) People are responsible for controlling their own behaviour;

viii) Innovation of ideas and flexibility should be encouraged;

ix) Management should be decentralised and coordinated rather than authoritarian or based on dictatorship;

x) Conflict should be resolved through negotiation, communication and compromise. Conflict cannot and should not be resolved through coercion, manipulation or argumentation.

The purpose of two-way symmetrical communication is to use research and dialogue to improve understanding, build relationships with stakeholders and manage conflict. Within this worldview both the organisation (NPO) and the stakeholders are willing to change their viewpoints or alter their behaviour (Grunig & White, 1992:39).

Feedback forms the basis of this model. Grunig (2009:2) argues that two-way communication management uses research, listening and dialogue to manage conflict with stakeholders and establish relationships with strategic stakeholders. These elements of two-way symmetrical communication affect this study in some form as they all rely on certain criteria for communication to be effective. Within a two-way symmetrical communication process, communication flows from

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the organisation with the intent to inform and influencing others (Heath & Bryant, 2000:341). It serves as a negotiation tool and compromise in order to develop and foster a win-win solution for conflicts which exist between an organisation and their respective publics (Dozier, Grunig & Grunig, 1995:13). Symmetrical communication is balanced as it changes the relationship between the organisation and the stakeholders (Grunig & Grunig, 1992:289). The communication practitioner's aim within symmetrical communication is to report information regarding the organisation objectively to relevant stakeholders and not aim to persuade their understanding, behaviours or attitudes (Cornelissen, 2008:55). Both the public and the organisation are willing to alter their stance with the aim of resolving the crisis in an ethical, professional and effective way (Coombs & Holladay, 2012:531). Two-way symmetrical communication is advantageous from an ethical perspective as the communicators play active roles as advocates of the public's interest in strategic decision making (Dozier, Grunig & Grunig, 1995:13). Symmetrical relationships allow for public relations functions to perform a boundary-spanning role through which they retain the knowledge of the public thereby being beneficial to the strategic decision making process (Bowen, 2005: 839).

Many NPOs operate without the traditional communication department or marketing department due to their limited budgets and funding. Due to this lack of funding or financial resources it could happen that a single individual is responsible to perform multiple tasks within the communication arena. Thus, the primary role of the NPO communication officer could be for them to focus on fundraising, event management, information campaigns, recruitment, website maintenance and volunteer management (Dyer, Buell, Harrison & Weber, 2002:15). This diversity of the communication practitioner's role decreases the effectiveness of symmetrical strategic communication.

The common understanding that is developing, is that NPOs are beginning to fill the gap between the lack of government functions both where the government will not support a function and where they cannot fulfil a need or function for a community. The World Bank broadly explains that the activities of a NPO are to relieve suffering, protect the natural environment, promote the interests of the poor and provide basic social services. NPOs are not established to make a profit,

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22

however their sustainability is necessary to provide to the communities with the various aids. The focus should be from a grassroots 'bottom-up' approach which relies on listening to the community and engaging in dialogue with the community and then subsequently communicating with the stakeholders or donors and sharing these needs and requirements directly with them to evoke a desire to participate. The opportunity for communication and dialogue increase due to the opportunity to use new communication media, information technologies and grass root communication through a strategic communication management plan. A system operates whereby communication, dialogue and strategic management are interrelated.

1.8 RESEARCH STRATEGY

The research strategy applied was a comparative case study analysis. A comparative case study can be described as an in-depth examination that is taken over a period of time (UNICEF, 2014). It is a study that emphasises within and across contexts which allows for information to be tailored to interventions to support the achievement of intended outcomes. Comparative studies involve the analysis and synthesis of similarities, differences and patterns across two or more cases that share a common focus or goal. In terms of this study the comparative analysis was done across four main case studies within the Clothing industry, Ministry industry, NPO (community) and the FMCG industry (which are all stakeholders within the broader NPO communities investigated in the grassroots NPO research). Three data collections methods within the comparative case studies were used, namely email questionnaires, in-depth interviews and document and website analysis. The synthesis of the cases allows for an extension of discussion beyond the mere comparisons of similarities and differences by using these identified similarities and differences to support or refute propositions as to why intervention succeed or fail.

1.9   CONTRIBUTION OF STUDY

From a theoretical perspective the research could contribute to the body of knowledge by relating two previously unrelated studies as this study has isolated development dialogical communication

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(external approach) and strategic communication management (internal approach) as two approaches that if combined can provide a framework from which all NPOs can work. The study will also make an investigation into current sustainability strategies used by NPOs to identify why various NPOs are not successful or only partially successful as identified by the comprehensive lists provided by Oliver's House which list the NPOs by province and then state when they were established and registered and deregistered (2008). The study will propose a holistic view of how these management principals can be integrated to design a strategy with a developmental communication approach which can subsequently lead to the sustainable strategic management of an AIDS related NPO in South Africa.

This study is also linking the two previously mentioned approaches to development and sustainability. The main focus of the study is looking at communication between stakeholders (dialogue) from a dialogical approach and the importance of strategic communication management in the long term sustainability of NPOs. Development dialogical communication consists of directiveness, discipline, determination and objectives (Freire, 1987:102). Strategic management, according to the Blackwell publishing website (2013), consists of the organisation's ability to achieve goals based on the organisation's opportunities and environment, the key decision makers and the ethical and legal contexts of its operation (Dobson, 2008). These elements are to be integrated within communication strategies between the various stakeholders to ensure that communication management is the key focus of sustainability as communication should occur between all the stakeholders that can influence a NPO. The negativities of one can be overcome through the linking of specific element from the other.

1.10   RESEARCH ETHICS

The ethical component of such a study is necessary and should be considered as the study is dealing with organisations that are providing a service to people who are HIV or AIDS infected and their subsequent communities or family, so the development processes and development communication will play a crucial role in this aspect as well as anonymity. Within this research, the

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researcher declares that the work is free of plagiarism. All participants involved within the research volunteered to be a part of the research on a voluntary basis and they could withdraw at any stage. The covering letter sent out with the email questionnaires requested their permission to participate and permission was granted in the reply emails received by the researcher. The participants were provided with the option to stay anonymous, yet chose to leave that to the researcher's discretion. Within this research the researcher committed to a transparent and honest and integrity was used when conducting the research and data analysis.

1.11   DELIMITATIONS AND ASSUMPTIONS

This research did not only focus on dialogue alone, but dialogue within an organisational setting and within communication strategies implemented between the NPO, sponsors/donors and the community. It researched the role of communication between the various stakeholders that impact NPOs in relation to sustainability. This focus was on communication between internal (volunteers and permanent staff of the NPO) and external stakeholders (sponsors/donor companies or individuals and the community) of NPOs within an open system. The importance of communication strategies and processes between the managers, community members, sponsors/donors and stakeholders was reviewed to identify where strategic sustainable management occurred using communication.

When addressing NPOs in the research various variables were assumed. Firstly, the managers and communication managers were trained in some form of communication processes and had a basic approach to communication strategies between the NPO and the different stakeholders. Secondly, the volunteers who formed part of the NPO were permanent volunteers and experienced in the ability to communicate internally with the organisation and externally with the community. The relationship of the NPO with the community was determined first to ensure there was an open relationship and bidirectional communication. The part time employees had been trained in some form of communication skills and dialogue skills. Thirdly, communication structures and strategies used by the NPOs were documented or recorded in some form. Be it in the form of communication

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strategies, marketing strategies, basic communication outlines, feedback documentation or research documents.

1.12   DEMARCATION OF STUDY

The research study can be divided into specific chapters as demarcated in Table 1.2.

Table 1.3:   Demarcation of chapters

Chapter	Description
CHAPTER 1: Orientation and motivation	Chapter 1 states the problem investigated, provides background and an overview, it explains the fundamental differences between NPOs and NGO's. It illustrates the importance of a Non-Profit Organisation and how communication is the backbone to its success. It illustrates how sustainability of an NPO can be established through the strategic communication of all the stakeholders involved in the NPO. It also defines the meta-theoretical conceptualisation.
CHAPTER 2: Strategic communication management	Chapter 2 is focused on the concept strategic communication management. It investigates the importance of Steyn and Puth's model (2000) for developing corporate communication strategies. It will identify the stakeholders and management processes and how it relates to the sustainability of the Non-Profit Organisation. The Excellence Theory will be explained in relation to NPOs and the importance of this theory within the sustainability of grassroots NPOs. Fundraising will be briefly integrated into stakeholder management. Internal, external and integrated communication between the stakeholders affecting the success and sustainability of an NPO will form the underlying strategic focus.
CHAPTER 3: Communication for development	Chapter 3 has two main sections pertaining to it. Firstly, it illustrates the necessity for communication to promote social development, and the basis of this study will be on Freire's 1987 dialogical and participatory approaches to communicating within communities (the biggest stakeholder in the communication process). Internal, external and integrated communication forms the underlying strategic focus (between the four main stakeholder groups involved in the

	sustainability of an NPO). The Excellence theory and media usage will indicate the context of communication and the current communication situation. Secondly, the second section will focus on mass media and health communication related to development communication, media usage and Freire's 1987 dialogical approach which thereby will illustrate the importance of communication between the four identified stakeholder groups.
CHAPTER 4: Research methodology	The research methodology, research techniques, sampling methods, explanation of the comparative case study analysis and empirical research design used within this study will be addressed within this chapter. The research methodology followed was email questionnaires, in-depth interviews and documentation and website review. The data analysis technique was comprehending, synthesising, theorising and re-contextualising. The research methodology, research techniques, sampling methods, explanation of the comparative case study analysis and empirical research design used within this study will be addressed within this chapter.
CHAPTER 5: Findings, results and conclusion	In order to draw final conclusions and recommendations the findings will be reviewed against the four research questions. Recommendations of future studies will also be addressed. The importance of the study, research design overview and the delimitations of the study. Please refer to the of the email interview questions which are provided in the appendix.

CHAPTER 2

STRATEGIC COMMUNICATION MANAGEMENT

2.1 INTRODUCTION

This chapter focuses on the concept of strategic communication management and how it affects the sustainability of an HIV/Aids NPO. It investigates the importance of using Steyn and Puth's (2000) model for developing corporate communication strategies. The management of a NPO's communication can be assessed through the identification of specific stakeholders of a NPO, their management processes and how they relate to the sustainability of an HIV/Aids NPO. The four stakeholder groups identified in the sustainability of NPOs was briefly illustrated and discussed in Chapter 1 in Figure 1.2. An in-depth discussion will be addressed in Chapter 2 to illustrate the importance of strategic communication and the management of such. Open-system communication and participation will be the grounding elements to illustrate the interconnectedness of each element within and HIV/Aids NPO. It will be pointed out that the underlying strategic focus of a NPO's sustainability is internal, external and integrated communication.

Many NPOs believe that as long as their stakeholders and the public know what they do as an organisation the donations and public funding will happen automatically. Thus these NPOs are not focused on establishing a communication department or using a communication practitioner (Dyer, Buell, Harrison & Weber, 2002:15). Communication in any organisation is a strategic management function contributing to the management of relationships which directly impact the company's mission, objectives and goals (Holthauzen, 2007:28). After discussing strategic communication management and systems theory, stakeholder management and participation will be addressed from a NPO's perspective.

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The basis for integrating these theories is the system theory as it focuses on the inter-dependence of organisations with their respective stakeholders in their environment (Littlejohn, 1989:36). According to Friedman and Miles (2006:135), stakeholder theory is fundamental in understanding the importance of stakeholders and their organisational relationships as an organisation requires strategic management of all communication.

2.2   STRATEGIC COMMUNICATION MANAGEMENT

Strategic communication is based on coordinated actions, messages, images and other engagement techniques which are intended to inform, influence or persuade selected audiences in support of national objectives (Paul, 2011:17). Strategic communication activities are important tools for management in NPOs both in their day-to-day operations and over the long term as it leads to the success of the entire organisation (Renz, 2010:329). According to Macmillan, Money, Money and Downing (2005:806), NPOs operate within a highly competitive environment in which there is an ever increasing number of competitor NPOs relying on financial donations from a small number of donors. Therefore, strategic communication and relationship management play an important role in the effective management and long term sustainability of a NPO as their survival relies on financial donations and contributions made by community members and for-profit organisations.

According to Grunig (2006:154) strategic communication theory addresses the following:
   i)   Techniques that communication managers use to fulfil their strategic management roles;
   ii) How communication contributes value to an organisation;
   iii) Public Relations (PR) is distinguished from other organisation functions as it makes a unique contribution to strategic management;

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iv) Relationships play a crucial role in the planning and evaluation of public relations (communication) campaigns;

v) Varying models of communication are implemented and the most effective strategies for cultivating relationships with stakeholders are used;

vi) The importance of incorporating ethics in to strategic communication; and

vii) The global application of the theory.

All these elements in the strategic communication theory are interrelated with one another, and thus impact one another. Strategic communication is an approach to design and implement programmes that increase their impact on behaviour for social change (McKee, Bertrand & Becker-Benton, 2004:31). McKee *et al.* (2004:74) continues by illustrating the complexity of strategic communication management through Figure 2.1 below.

Figure: 2.1 The Strategic Communication Components

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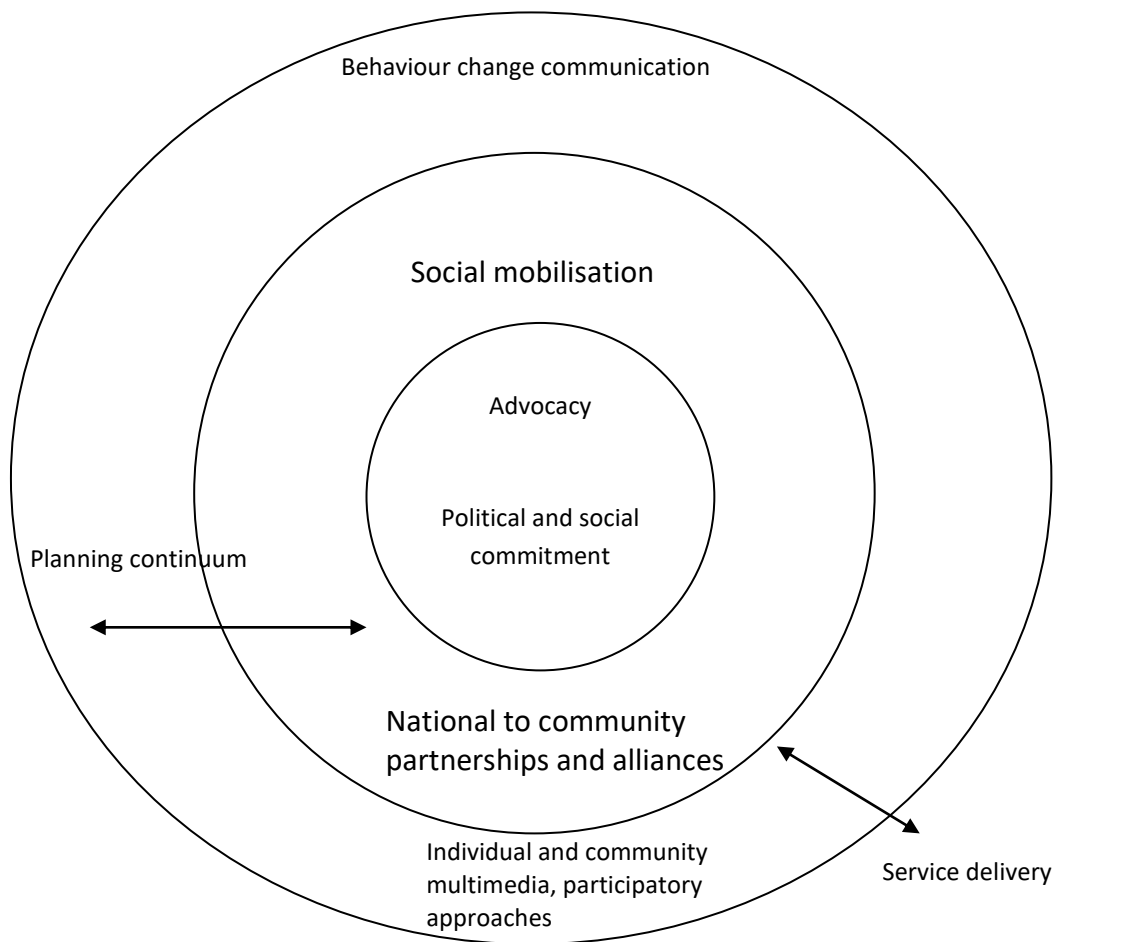
Figure 2.1 conceptualises the relationships between the various components of strategic communication. It illustrates the importance of sustaining commitment and having a high level of coordination. All the partners (for example stakeholders, donors, and NPOs) should be fully invested and participative to achieve the goals of the NPO and development campaign. The community should be supportive, participative and vested in achieving and adapting to achieve the goals set out, in order to fulfil their needs through the NPO. It is also important to understand that it is not merely social mobilisation that should be achieved but individual change in order to achieve the long term goals of sustainability and support. Figure 2.1 above illustrates the necessity for the following:

i)   Sequential design, implementation and evaluation of the programmes;

ii)   In-depth situational analysis;

iii) Creative design of communication products;

iv)   Constant dialogue between all stakeholders, communication officers and data collectors;

v)   Continuous tracking of processes and outputs to allow for immediate adjustments where necessary; and

vi)   Participation between all the components of a NPO and the management team.

Strategic communication can be implemented through the integration of Figure 2.1 and Figure 2.2. Figure 2.2 illustrates the P-Process which is used within the academic field for development communication. The John Hopkins School of public health joined five global company's studies in 2003 to form a Health Communication Partnership (HCP) addressing the details of the P-Process. It is a model that provides a framework for communication managers or professionals to implement within an organisation to establish sustainable development through the proper use of communication.

Figure: 2.2 The P-Process
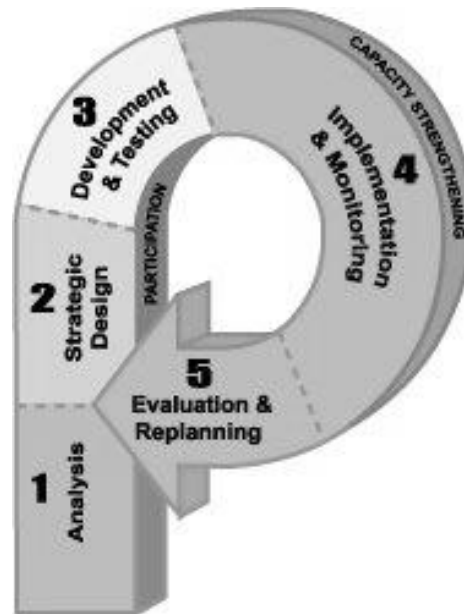
Analysis is the first step in assessing the organisation's effectiveness in development communication programmes. The strategic design is the second step of the programme, it follows the "SMART" concept entailing the requirement for the programme to be Specific, Measurable, Appropriate, Realistic and Time-bound. Thereby allowing for the programme to develop a monitoring and evaluation plan. Step three involves the development and testing of the concepts, messages, materials and participatory processes which is time consuming and requires improvisations and retests. Step four monitors the outputs (results) of the actions implemented and thereby maximises the participation, flexibility and training. Step five requires a strategic communication specialist to evaluate and measure the effectiveness of the programme and suggest any possible changes that are required to be implemented in the programme to follow.

Within each theoretical section the questions from the questionnaires pertaining to the literature discussed will be provided for ease of reference.

Open questions posed to the donor companies

• What process or procedure is followed by you as an organisation in choosing the NPO you wish to sponsor? I.e. do you have a specific application process?
Open questions posed to the NPOs
• How do you as an NPO select the sponsorship / donor organisations you want to approach?
Purpose of the questions
Through the aligned focus of the community, NPO, environment and stakeholders sponsorships can be awarded to like-minded or like-needed NPOs.

According to Argenti, Howell and Beck (2005:83), strategic communication is defined as the communication of the organisation which is aligned with the organisation's overall strategy in order to enhance its strategic position. Steyn (2003:179-180) explains that strategic communication management provides centralised focus and direction for an organisation's communication to allow relationships to form and be built with strategic stakeholders. Consequently, a NPO must ensure that its strategic position is aligned with its own stakeholder's ideas to ensure synergy throughout all processes and communication between the NPO and its relevant stakeholders. Strategic communication is a way for NPOs to be able to approach communities through community outreach programmes and media relations through the integration and implementation of critical organisational functions (Renz, 2010:329).

The strategic communication management process consists of various steps, firstly the establishment of organisational goals and objectives which are then aligned with the communication strategy. Secondly, is the identification of key stakeholders and thirdly, the stage where issues and problems are identified. Lastly, the communication strategies, goals and objectives are developed (Ströh, 2005:134).

2.3 STRATEGIC COMMUNICATION PROCESS APPLIED TO HIV/AIDS NPOs

The process of strategic communication can be related to an HIV/Aids NPO in the following ways:

i) Goals and objectives and communication strategy

ii) A NPO exists to fulfil a need in a community. Specific to this study is the aid required for all the HIV/Aids orphans in South Africa, specifically in the economic hub Gauteng.

iii) Identification of key stakeholders namely donors, community members in need, volunteers and media.

iv) This is the underlying reason this study is being done. Issues and problems arising to long term sustainability is a known problem facing all NPOs in South Africa and a solution must to be found,

v) Due to volunteer staff being involved in a NPO, the staff are not always trained in identifying how to communicate with stakeholders, even though many are aware of the NPOs' goals and objectives. Communication throughout all levels of the system can be mentioned as one issue affecting the sustainability of a NPO.

Open questions posed to the donor companies
• Do you assist in the communication, media output and strategies of the NPO?
Open questions posed to the NPOs
• Do you request the sponsor/donor company to assist with media communication strategies?
Purpose of the questions
Companies can no longer merely donate financial resources to NPOs, they should to be involved with the NPOs on a grassroots level. Most of the small, community based, or grassroot NPOs have been started because someone had a passion to help the community. In most cases the person who began the NPO is not trained in all aspects of running a business such as marketing, communication strategies, financial planning, etc. so they should be involved with establishing these skills within the NPO (Nix Van Rooyen, Head of Consumer Donations, FNB, 2017).

Thus, it is important to understand that stakeholder relationships, organisational strategy and the environment should to be strategically aligned as they directly impact one another. In order for these components to benefit the sustainability of a NPO, symmetrical communication is required.

According to Verwey and DuPlooy-Cilliers (2002:3), strategic communication creates a competitive edge for an organisation through harnessing all its potential and ensuring the alignment of day-to-day decisions with the organisations strategy in mind. Due to many NPOs being run or managed voluntarily, one obstacles arises that it becomes difficult to align at the day-to-day decisions and to harness all its potential as the same volunteers do not always work every day, let alone do the same task each time they volunteer. Thus, it is important to understand that stakeholder relationships, organisational strategy and the environment are to be strategically aligned as they directly impact one another. In order for these three components to benefit the sustainability of a NPO, the communication requires symmetry.

Grunig and Huang (2000), state that in order to achieve the desired relationship outcomes, symmetrical communication should form part of strategic communication. Symmetrical communication is central to building mutually beneficial relationships (Heath, 2006:100). Donors or investors tend to expect to receive some form of validation, accreditation or benefit from their relationship with a NPO. NPOs can benefit from symmetrical communication through fostering a long term retention of stakeholders. Grunig and Grunig *(*1992:81) states that the quality of these 'strategic' relationships are to be measured against outcomes like trust, credibility, openness and mutual legitimacy, satisfaction and understanding. The successful management of strategic communication subsequently means that communication is to be viewed as a strategic tool and process which is linked to all levels of the organisation, thereby directly impacting the organisations ability to achieve its goals and long term sustainability (Broom, Casey & Ritchey, 2000:13).

In order for NPOs to focus on long term sustainability it becomes evident that they focus on strategic planning. Strategic planning is a disciplined effort to produce a necessary base from which all decisions and actions which shape and guide an organisation are made with respect to what it does and the purpose for doing it (Olsen & Eadie, 1982:4). The role of strategic planning is to facilitate communication, participation, allow for the integration of divergent interests and values, promote analytical decision making and actively support the successful implantation of plans and accountability (Bryson, 2011).

Open questions posed to the donor companies
• Do you guide the NPO with strategic planning and long term goal achievement?
Open questions posed to the donor NPOs
• Do you have an existing communication strategy that you are following to maintain sustainability?
Purpose of the questions
Without a proper communication plan or strategy sustainability is difficult to achieve as no proper dialogue will be taking place between the four main stakeholders. All the stakeholders should be speaking the "same language". Many smaller grassroots NPOs have little or no training in communication and this stumbling block hinders the NPO from the onset as communication should occur between the NPO, environment, sponsors/donors and the community. Each of these stakeholders should have equal partnership and communicate effectively.

For a NPO to benefit in its existence as an organisation it firstly requires promoting strategic thinking, acting and learning. The basis of the thinking, acting and learning are to be grounded in dialogue and strategic conversations between its stakeholders (Von der Heijden, 1996:291). Secondly, decision making should be improved. According to Nutt (2002) approximately half of all decisions fail as a result of poor

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decision making processes. Thirdly, enhancing organisational effectiveness which stems from the integration and inter-relatedness of strategic thinking, acting, learning and strategic decision making. All these elements of a NPO are affected by both internal and external demands made by stakeholders (Bryson, 2011). According to Joyce, as cited by Bryson (2011) strategic planning aids organisations to understand their environment which must be taken in to account in order to determine how best to partner with other organisations and stakeholders, thereby, creating better environments. NPOs that are externally justified and exist to provide a real service and continuously find new ways to achieve their goals will continue to exist (Pinsonneault & Kraemer, 2002: 191-208; Holzer, Lee & Newhan, 2003:38-60).

For a NPO to exist and survive, their plan necessitates their focus to be on specific concepts, procedures and tools. Bryson (2011) explains that if the NPO's key decision makers lack skills, resources and commitment to produce a good plan or when implementation of a plan is unlikely, the strategic planning is a waste of time. Due to many NPOs been volunteer-run and managed or organisations simply assigning a donation from their Corporate Social Responsibility (CSR) budget to a NPO for the sake of donating, the NPO's long term sustainability can be jeopardised as there are no real and sustainable relationships being built between stakeholders. Therefore, strategic planning aids an organisation in clarifying and resolving important issues, building their strengths and taking advantage of significant opportunities (Bryson, 2011). Strategic planning exists to aid a NPO and its community to create public value through fulfilling their mandates (services) and missions. Strategic management involves the following functions when communicating with various stakeholders (Bryson, 2004): i) Informing or notifying any changes, etc. that are taking place internally or externally of the NPO; ii) Consulting the stakeholders thereby keeping stakeholders informed, listening to stakeholders and providing feedback on input given; iii) Involvement of the stakeholders through working with the stakeholders thereby ensuring concerns are considered and reflected as alternatives and feedback is provided; iv) Collaboration through the incorporation of

the advice and recommendations given to the maximum extent possible and v) empowerment through implementing what stakeholders decide.

Open questions posed to the donor companies
• Do you guide the NPO in establishing a functions list so they can obtain sustainability if your organisation decides to aid another NPO?
Open questions posed to the donor NPO
• Who liaises with the various stakeholders that donate or sponsor the NPO?   • How often do you communicate with the donors/sponsors?   • How do you maintain communication with donors/sponsors?
Purpose of the questions
There has been shift in dynamics from merely donating funds because it is legislation to realising that if the NPO is not guided with strategies, communication plans, business plans, etc. the NPO would not be sustainable (as previously explained, NPOs, especially grassroots NPOs are born from a passion and in most instances the individual is not a trained business person, strategist, communication specialist, etc.), which in turn the community's needs could not be met and thereby the community could end up not existing and then the sponsor/donor company would in essence have no future community to take their product to.

It is critical to understand that not all stakeholders will fit in to every function, however the NPO should identify where each stakeholder stands, as the higher the financial interest, the more collaborative and empowering the stakeholder will deem to want to be. The more integrated the NPO and the stakeholders, the more adaptable to change the NPO should be. This brings about the necessity for the so-called Strategy Change Cycle.

2.3.1   The Strategy Change Cycle

The Strategy Change Cycle is a description of a cyclical strategic change process that should be fluid, recurrent and dynamic in practice. Bryson (2004:32) states that the

Strategic Change Cycle is a process model of decision making and not merely a strategic planning process, but rather a model to figure out what is needed, why it should be needed and how to obtain it. Figure 2.3 by Bryson (2004:28) illustrates the complexity and integration of the Strategy Change Cycle. The Strategy Change Cycle can aid the NPO in establishing a basic plan that will help them to examine their internal and external environment (ability to establish an initial agreement based on commonalities). The NPO is then able to meet the sponsor/donor to discuss the mandates (requirements and expectations) based on their initial idea or purpose of the NPO and how they wish to aid the community within which they exist. By having the NPOs mission and vison clearly described the sponsor/donor is able to identify whether or not the NPO is strategically aligned to their business or strategic corporate governance. The NPO would approach the sponsor/donor with the basic idea of the NPO and their purpose, the stakeholder would then analyse the environment (community) within which the NPO exists (external environment analysed) and the sponsors/donors' internal environment is analysed to review the resources available to aid the NPO, the present corporate social responsibility plan and the previous and current performance of the CSR. The strengths and weakness from the internal environment and the opportunities and challenges from the external environment allow for the NPO and the sponsors/donors to discuss strategic issues. The two stakeholders then formulate a basic strategy, followed by a plan, review and adoption. The sponsors/donors then establish a description of the organisation in the future (would it be successful or not). The NPO and the sponsor/donor would thereafter implement the strategy as partners in the process. Once the first strategy and plan has been implemented the NPO and the sponsor/donor assess the successes, failures, etc. to determine if it is sustainable (can be maintained) or if it should be adjusted or merely terminated, in which case the NPO could close its doors.

Through the implementation of the Strategy Change Cycle by the NPO as a basic starting point the communication process can be established between the NPO and its stakeholders. This encourages open dialogue, the possibility of strategic

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management and proper communication between the various stakeholders which leads to the long term sustainability of the NPO.

The Strategy Change Cycle with self-explanatory comments follow on the next page.

Figure: 2.3 The Strategy Change Cycle
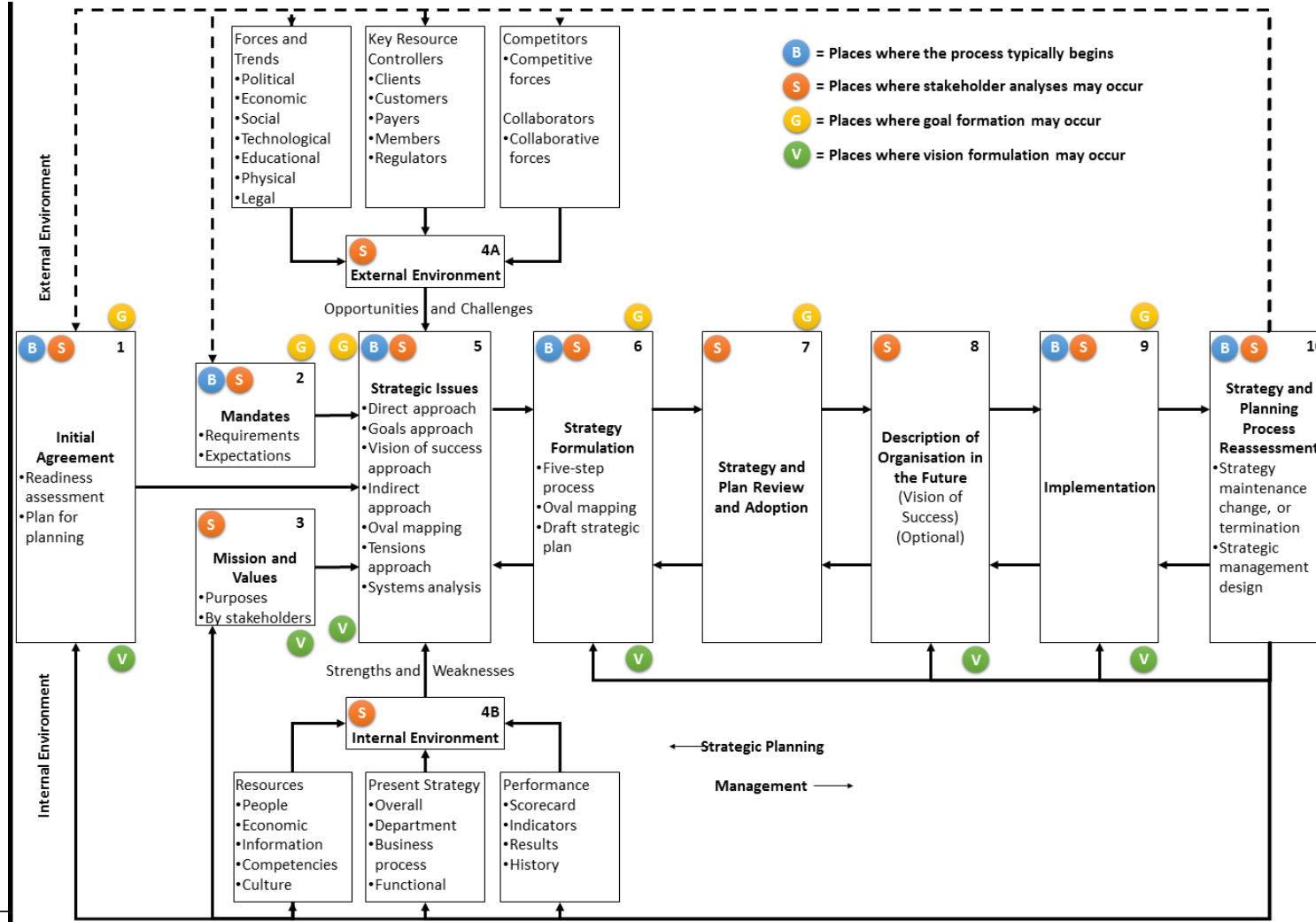
Figure 2.3 illustrates the details pertaining to The Strategy Change Cycle. Bryson's 2011 Strategy Change Cycle consists of ten steps. The following table will provide a synopsis of each step which can be applied to a NPO to ensure strategic management and relationship management.

Table 2.1:   Synopsis of Bryson's Strategy Change Cycle

Ten steps	Description	Application
Step 1 Initiate the agreement	• Identifying the issues leading to recognition of need for a strategic planning process. • Determining the readiness of the organisation for strategic planning. • Identifying the key stakeholders both internally and externally that will be involved with the strategic planning process.	• A strategically focused NPO is vital to long-term sustainability. • Key stakeholders are the volunteers, media, donors, sponsors and community.
Step 2 Identify the organisational mandates	• Requirements • Expectations	• Identify and state the social and political demands the NPO seeks to fulfil within the chosen community.
Step 3 Identify the organisational Mission / Values	• Seek to answer six critical questions Who are we as an organisation or community? What are the general basic social or political needs we exist to fill or meet or address? What do we do in a general sense to recognise or anticipate those needs or problems? How should we respond to our key stakeholders? What is our philosophy and our core values? What makes us distinctive and unique?	• An HIV/Aids NPO exists to fulfil the need of a growing problem – HIV/Aids orphans. Their goal is to be sustainable over the long term, care for and potentially home these orphans, provide stability, health care, a nurturing environment and a sense of family. • Constant research of the HIV/Aids pandemic should be done to ensure the latest figures are available. • Stakeholders are an integral part in the sustainability of a NPO so the responses and interactions must be constant. • The NPO must make the stakeholders aware of their individuality and uniqueness in order to ensure long term relationships and thereby long term funding, volunteering and aid.

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Step 4 Conduct environment assessments	• External environments consist of forces and trends, key resources controllers and competitors and collaborators. Forces and trends: Political, economic, social, technological, educational and psychological Key resource controllers: clients, customers, payers, members, regulators Competitive forces and collaborative forces • Internal environment: Human resources (Staff and volunteers) Financial environment (Cash and in-kind) Capital environment (Facilities and equipment) Organisational effectiveness and efficiency Organisational processes • SWOT analysis by staff, board members and external stakeholders	• NPOs in South Africa face the possibility of closing down on a daily basis as there is an ever increasing number of NPOs in need of financial aid. • The economy is struggling so organisations are cutting their CSR funds. • Community members are struggling financially in the economic tough times so the donations from the average person is on the decline.
Step 5 Identify strategic issues	• Direct approach, goals approach, vision of success approach, oval mapping, indirect approach, tensions approach and systems analysis	• Whatever approach is adopted by the NPO, it should be strategically managed and implemented.
Step 6 Identify organisational strategies	• The interplay of the SWOT analysis done in Step 5 Focus on what is really important. Focus on issues, not answers. Always results in creative tension which is vital to prompting organisational change.	• NPOs are required to do this internally, about their environments and for each set of stakeholders to ensure a holistic approach is achieved and implemented.
Step 7 Strategise and plan the review and strategise the adoption	• Flows directly from SWOT • Strategic choices to be made are invest, defend, damage control / divest and decide • Prioritise programs • Identify core future strategies • Summarise the programme scope and scale • Set goals and objectives	• This is complex and integrated due to the vast number of stakeholders and the necessity for constant adaptation and feedback required by the NPO to ensure constant communication and relationship building.
Step 8 Describe the organisational future	• Must demonstrate increased future effectiveness and efficiency • Organisation should respond more completely to the full spectrum of legitimate demands placed on it by stakeholders	• For a NPO the future is uncertain and volatile once again due to the negative economic environment, the increasing number of NPOs, the lack of government funding, the decline in donations from the general public

	• Vision should be viable and resilient especially in the volatile South African market	and the decrease in CSR.
Step 9 Implement the plan	• Engagement with stakeholders is vital to the success of the plan	• This is complex in nature as the plan should accommodate all the stakeholders involved to ensure that support and long term relationships are built with all stakeholders.
Step 10 Plan the strategy. Reassessment	• Requires continuous reporting and revising • Consistency of follow-through and follow-up is required	• The NPO may not have the resources to constantly provide reports, yet for many stakeholders, especially sponsors and donors, this is vital to retain constant financial contributions and the survival of the NPO.

Open questions posed to the donor companies

• If a NPO had a cause that you were willing to support and approached you with the ten step Strategy Change Cycle and requested help in developing this for their NPO:
 	
    a. Would you have the willingness to aid them?
 	
    b. Would you have the manpower or resources to help them?

Open questions posed to the NPOs
• What change strategy do you follow as an NPO?
Purpose of the questions
To identify the importance of having a basic strategy that can be utilised by both the NPO approaching then sponsors/donors and the sponsors/donors being able to aid the NPO to establish a proper communication and business strategy to encourage, establish and maintain dialogue between the 4 main stakeholders to provide the opportunity for long term sustainability.

According to Poister and Streib (1999:309-310) the Strategy Change Cycle aids a NPO to be strategically focused through:

i) Concerning itself with identifying and responding to fundamental issues facing an organisation;

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44

ii) Addressing the purpose and the competing values influencing missions and strategies;

iii) Emphasising on the importance of external trends and forces;

iv) Attempting to be politically realistic and take both internal and external stakeholders concerns and preferences into consideration;

v) Focusing on the active involvement of senior level managers, elected officials and staff;

vi) Ensuring straight forward confrontation of key issues to ensure commitment is given by stakeholders to plans implemented;

vii) The focus on implementing decisions made today or now in order to position the organisation favourably in the future.

Poister and Streib (1999:311-312) state it succinctly: "the overall purpose of strategic management is to develop a continuing commitment to the mission and vision of the organisation (both internally and in the authorising environment), nurture a culture that identifies and supports the mission and vision, and maintain a clear focus on the organisation's strategic agenda throughout all its decisions and processes and activities".

In order for a NPO to successfully implement the Strategy Change Cycle discussed above in Table 2.1 and strategic management, the NPO must operate as an open system to allow for the free flow of communication and integration. In order to understand how a system functions, it is necessary to understand what a system is. The following section addresses the systems theory and within how a system operates, the two subsections to be addressed are the sustainability of a subsystem and the impact of participation within a subsystem.

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2.4   SYSTEMS THEORY

A system refers to a set of interconnected parts of a group and the way materials are used to meet goals (Baldwin Perry & Moffitt, 2004:31). The systems theory is a multi-disciplinary approach to knowledge as the principles of a system indicate how things in different fields resemble one another (Littlejohn & Foss; 2005:40). Subsequently, the systems theory studies "the structure and properties of systems in terms of relationships from which new properties of wholes emerge" (Baldwin *et al.,* 2004:31). The structure of a system is defined by relationships among its units. Communication is the primary exchange between these individual systems, therefore it is a major determinant of relationships and the overall functioning of a system (Broom *et al.,* 2000:13).

It is important to note that the boundaries between systems are difficult to identify, however the boundaries connect and separate the organisation from its environment (Gregory, 1999:267). Littlejohn (1989:36) further reiterates that due to boundaries being arbitrary (subjective), they can only be established by the observer. Witmer (2006:362-363) explains that a system is categorised according to its relative openness to its environment. Three systems were identified, namely i) a closed system, ii) open system and iii) cybernetic system. Closed systems maintain internal control to adapt to changes and are unresponsive to their environments. Open systems will always strive toward long-term survival and sustainability by responding to environmental forces, acting on them and then ensuring a balance exists between input and output. iv) Lastly, cybernetic systems are those systems which are sensitive to changes in their environment and use internal mechanisms to adjust accordingly. A NPO's survival is dependent on it being a cybernetic system much like its counterpart, the for-profit organisation.

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A synopsis of the systems theory was discussed which indicated the notion that for a NPO to function within an open system it would require to be sustainable and ensure that participation between the elements affecting grassroots NPOs, namely the NPO, sponsors/donors and the community.

The purpose of the research is to determine the elements of sustainability and dialogue as it applies to NPOs. Sustainability is difficult to define due to the various contexts in which it can be defined and applied to. According to Faber *et al.* (2005:2), many definitions of sustainability cannot be easily compared or rigidly defined. Consequently, this means that sustainability cannot be easily determined. Faber *et al.* (2005:2) continue to explain that the concept of sustainability has developed over time and is under constant influence by society, cultural and organisational debates and discussions. For the purpose of this research sustainability is being viewed from a management perspective. Sustainability is used to express the relationship between the artefact and the environment in which it exists, co-exists and interacts with other elements (Faber *et al.*, 2005:4). Moreover, as was indicated previously, the artefacts referred to are the stakeholder or donors, environment, employees, community and the NPO. The environment consists of a vast number of elements, aspects and influences that are multi-cultural, interdependent and integrated.

2.4.1   Sustainability within a system

Sustainability is complex, integrated and multi-faceted. The more elements that are added to a system, the more complex it becomes. It is important to realise that the idea of sustainability or a perfectly sustainable position cannot be reached, however the continued interaction of all the elements to reach that level of sustainability should be continuous. When systems integrate with one another, the context of communication can cause misunderstandings, annoyance, confusion or difficulties in sharing information. In a South African context communication barriers based on eleven cultures and languages and different belief and value systems can cause a

problem in sustainability and the attempt to achieve sustainable management as these culture systems should interact and accommodate one another. Due to a NPO existing to successfully fulfil a community's need, the open-system is affected by all the members of a community, the donors, the volunteers, media and staff. These stakeholders must align their thinking and communication in order to allow for some form of change and adaptation to occur this is usually achieved through participation amongst the stakeholders. The next section will focus on the element of participation within an open-system.

2.4.2   Participation within a system

Participation is required for sustainability as participation relies on communication and interaction. The community and the stakeholders require their individual progression in order to continue being part of a system and to participate within a system. The roots of participatory approaches in development communication have been traced to the early years of the 1970's (Yoon, 2004). The process of reaching organisation sustainability is complex and relies on various influential factors that can create a 'cause and effect' relationship. When each system begins to interact with one another it creates an integrated and complex system of elements that effect and are affected by one another. A system within a NPO therefor relies on communication between stakeholders and with the NPO and each stakeholder.

2.5   SYSTEMS THEORY AND STAKEHOLDER MANAGEMENT

According to Wiggill (2011:228), if a NPO follows the Steyn and Puth (2000:21) model, the communication practitioners will find themselves fulfilling a strategic role through the application of two-way models. The practitioners will also be conducting environmental scanning and organisational risk research, identify stakeholders and their issues and then subsequently be feeding this information in to the organisational strategy.

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According to Jones and Wicks (1999:207) the fundamental principles of stakeholder theory are as follows: i) the relationships between the stakeholders of the organisation are affected by and subsequently affect the stakeholders when decisions are made by the organisation; ii) the relationships are based on processes and outcomes for the organisation and its stakeholders; iii) the interests of all legitimate stakeholders are motivated from internal values; and iv) the focus is on managerial decision-making. Through the integration of the Steyn and Puth model (2000) and the principles of stakeholder management the sustainability of an NPO can be thoroughly assessed and understood in order to determine how the system is currently functioning.

Therefore, stakeholder theory endeavours to describe what managers do with the stakeholder relationships, consequences of adhering to management principals and what should be done when one is dealing with organisational stakeholders (Meintjes, 2012:100). Within the context of this study, the sustainability of a NPO through the integrated communication process amongst its stakeholders, namely the NPO, the organisation funding the NPO and the community who benefits from the NPO. This system which is comprised of stakeholders who interact with one another and mutually influence each other's behaviour will then be an organisation that operates within a social cultural context (Olsen in Anderson & Carter, 1984:30). This system would rely on two-way symmetrical communication to be effective.

Two-way symmetrical communication management uses research, listening and dialogue between the stakeholders. In the context of this study, namely the NPO, the organisation (donor) and the community which aids in the management of conflict amongst these stakeholders (Grunig, 2009:2). The two-way symmetrical model is based on feedback and requires mutual understanding and meaning between the sender and the receiver of the message. Therefore, the intended messages are to be understood on the three levels of stakeholders within the NPO setting, namely i) the

community, ii) the NPO and iii) the organisation funding the NPO. The understanding of the message by the communicator from their own perspective will be addressed in Chapter 3 as it is required to focus on a grassroots approach of communication.

The sustainability of a NPO relies on four main concepts: i) the relationship between stakeholders; ii) the perception of the community; iii) are the needs of the community being met and iv) how the community are being treated (Herman & Renz, 1998). The sustainability of NPOs is also based on accountability and being viewed as legitimate by its stakeholders. This is achieved through maintaining community relationships (Ospina, Diaz & O'Sullivan, 2002:295-315). The relationships are maintained through dialogue or three-way communication. Subsequently, communication is a key integral tool for educating and engaging the community members in important issues such as HIV/Aids education, communicating their needs, understanding the importance of open communication and understanding the impact of HIV/Aids on children.

Stakeholder management involves the interpretation of the stakeholders' expectations and weighing the appropriateness of the expectations with the values and mission of the organisation (Balser & McClusky, 2005:296). According to Van Til, as cited by Balser and McClusky (2005: 296), the multiple stakeholders of a NPO can be identified as funders, referral agencies, volunteers, government officials, clients, staff, board of directors and the community.

For NPOs to be perceived as being effective organisations, the NPO's expectations should be aligned with their values, missions and capabilities (Balser & McClusky, 2005:297).

Relationships between an NPO and the other stakeholders is fundamental in establishing long-term sustainability. Because a small grassroots NPO usually consists of many volunteers and very few permanent staff the relationships held both

internally and externally are critical the NPOs survival and long-term sustainability. Relationships can only be established and maintained between the stakeholders if there is a sound communication strategy and it is managed strategically as the partnerships are reliant on one another to be successful. Relationships are complex and multi-faceted and for a NPO it involves relationships within the NPO itself (between volunteers), between the community it serves and the NPO, between the sponsors/donors and within an ever-evolving South African environment (economically, politically and socially). According to Smyth (2006:7), relationship management within an organisation consists of five fundamental elements. The following table will provide the overview.

Table 2.2:   Relationship management synopsis

Element	Description	Stakeholder
1	Developing close relationships and understanding stakeholder expectations.	Employees Client groups Volunteers Community
2	Developing services to match expectations.	Employees Client groups Volunteers Board members Unions Government regulators Press/media Suppliers Customers Donors Contractors Collaborative partners
3	Developing services to develop client and stakeholder satisfaction.	Donors Contractors Collaborative partners
4	Increasing satisfaction and long term maintenance of relationships, thereby facilitating the development of loyalty, repeat business and/or increased referral business. This is important for internal stakeholders to obtain a status of continuity or sustainability.	Client groups Volunteers Board members Unions Government regulators Press/media Suppliers Customers Donors Contractors Collaborative partners

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51

5	External stakeholders desire to maintain and increase market reputation through relationship management.	Donors Press/media

Open questions posed to the donor companies
•   Do you have regulations and procedures for the NPO to follow with regards to communication processes, interaction and relationship management?
Purpose of the questions
To identify the process involved for the NPOs who are seeking assistance and sponsorships. By identifying the process it involves, the initial communication plan to establish contact can be implemented correctly to allow for open communication between the sponsors/donors and the NPO. It also aids the NPO in determining if the sponsor/donor they wish to partner with has the same goal or desire to help that specific community. This allows for strategic, open communication, strategic communication management and a common focused goal to allow for a mutually beneficial partnership to be established.

It is important to note the within a NPO the relationship management synopsis should be applied as follows: NPOs effect many stakeholders' lives both directly and indirectly through contributing to the economic wellbeing of communities through employment and other activities (Tschirhart & Bielefeld, 2012). Furthermore, stakeholders consist of employees, client groups, volunteers, board members, unions, government regulators, press/media, suppliers, customers, donors, contractors, collaborative partners, other competing NPOs. Each of these stakeholders has a degree of influence on a NPO, be it direct or indirect. Two types of relationships exist between NPOs and its donors, namely exchange whereby mutual benefits are received in response to past or future benefits and communal relationships involving commitment and goodwill based on the shared concern for the other's welfare (Wiggill, 2013:2).

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In order to ensure an organisation can survive in the fluctuating economic and competitive environment of the present day, even a NPO is not exempt of being managed as a for-profit entity, thus the NPO is required to be strategically managed, even though it is a NPO (Wiggill, 2013:226). Sponsors and donors have become more aware of how money is spent, therefore they demand proof that the said NPO is being fiscally responsible. In so doing the sponsor or donor is more likely to continue their support. This in turn leads to long term sustainability. Consequently, stakeholders' issues (problems or challenges impacting stakeholders) should be the focal point of the importance between stakeholder relationships and a NPO's sustainability.

According to research done over the past twelve years by Sargeant (2001); MacMillan, *et al.* (2005); Wiggill (2009-2011) and CharitiesSA (2013) recruiting and retaining donors is the greatest challenge a NPO faces. Furthermore, Polansky and Sargeant (2007:459-476) indicate that a NPO loses up to 50% of their donors after the first or second donation. This directly impacts the long term sustainability of any given NPO. Besides for there being an ever-increasing number of NPOs requiring donations, the underlying reason for the drop in continued support by the same donors is because there is a lack of relationship focused communication. This is due to the issue that NPOs do not realise the importance of building relationships with various stakeholders as one of the core elements in strategic communication management. This form of a more strategic management style will lead to continuous support that is mutually beneficial and focuses on relationship building activities (Wiggill, 2011:227).

It is however important to note that due to limited funding and lack of financial resources, many NPOs do not have traditional communication departments, they in turn generally rely on one individual to perform multiple tasks that an entire department in a for-profit organisation would handle. Thus, strategic communication

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management is vital to utilise any necessary skills and limited funding to gain as much communication outreach as possible.

Evidently it becomes clear that communication between stakeholders is a primary survival tool of a NPO. However, many volunteers within NPOs are not formally trained to be communicators, thereby they would not deem communication as important (Naudé, 2001). Consequently, the requirement for two-way communication which addresses the importance of communicating how the stakeholder needs are being met is lacking. This is ultimately causing the demise of many NPOs. Once again the focus is shifted back to the necessity to have two-way communication and not just a public information model (Dyer *et al.,* 2002:13-17).

Many NPOs have a negative attitude toward formal communication strategies and the hiring of individuals to oversee strategic communication management and relationship management due to the high perceived costs associated with such a role (Wiggill, 2013:226-235). Communication strategies within NPOs can be affordable, provided that the strategic management of such an endeavour becomes a priority to ensure affordability and the achievement of good communication.

Any organisational communication, according to Dolphin and Fan (2000:99), is primarily aimed at building relationships with key stakeholders. For NPOs to build these relationships, it is important to communicate target-specific messages to the various stakeholders that have direct and indirect impact on the NPO. It is also important to understand that stakeholder relationships only exist as such when organisations and their publics become interdependent (Hung, 2005:396). The primary goal of a NPO is to build relationship status to ensure long term survival. Through the inter-dependence and relationships built with their stakeholders, the NPO's communication attempts can gain momentum and be spread via various stakeholders' personal choice of communication with their peers, community members, and family members. In many cases it involves texting or social media

54

such as Twitter and Facebook or e-mails ("word of mouse") being forwarded. Chapter 3 will deal with this in more detail to illustrate the impact of social media and the positive impact it can have on NPOs.

Open questions posed to the donor companies
• Sustainability of a NPO is the biggest challenge the NPO faces. Do you as an organisation choose a new NPO yearly?   Please motivate why or why not.
Open questions posed to the NPOs
• Sustainability over the long term is your primary goal in order to achieve the goals you have set out to help your community. Do you find long term funding scarce?
Purpose of the questions
Due to the dynamic shift of corporates (biggest sponsors/donors) no longer just "signing cheques" because it is legislation but realising that their CSR within a community can lead to the sustainability of their company as the community they invest in would be a community that could utilise their product or service in the future and allow for their growth as an organisation, long term investment would be the better option.   Smaller, less well-known and established NPOs struggle to find the funding due to them not having all the expertise to maintain relationships, do marketing, be communication specialists, create business plans, etc. so they struggle to find long term funding. Many NPOs are now realising the importance of these elements and approach sponsors/donors with their passion (the reason for the NPO being established) and requesting their expertise and guidance to ensure the joint venture is sustainable for both over the long term.

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2.6 STAKEHOLDER RELATIONSHIPS AND COMMUNICATION

Each relationship creates evident interaction patterns which can be represented diagrammatically to illustrate their complexity. The interaction has communication patterns, feedback loops and interdependent elements visible in each system. Stakeholder dialogue relies on relationships and dialogue between three distinct groups of stakeholders: employees, investors or donors and the community. Relationships can be defined as a system of interactions (Littlejohn & Foss; 2005:189) and a system of interactions can be stated as a dialogue. The interactions require an exchange of information on a verbal, and in the case of face-to-face interaction, nonverbal level, as well. According to Griffin (2006:53), dialogue is when individuals switch roles in a communication process. In other words, the sender becomes the receiver and the receiver then becomes the sender. Shannon and Weaver are two theorists who have designed the basic communication model in 1949 which can depict this process in a simplistic, understandable manner. This process of dialogue thus relies on mutual respect, interaction and participation of each member involved in the process in order to be deemed as a successful dialogical process. Griffin (2006:53-54) continues to explore the notion of dialogue by stating that it should be transactional, co-operative in nature and involve interpersonal communication. Dialogue is not restricted to only two people though. Dialogue seeks to create an environment in which people want to listen, contribute and speak. The environment thus has to be conducive to proper communication, clear communication channels, understanding of the context and mutual agreement of both parties. In many instances, modern technology has provided a platform for personalised communication through text messages, e-mails, Facebook, and Twitter. This relatively new way of communicating has opened new possibilities to establishing dialogue with the community and other stakeholders.

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2.6.1   A developmental perspective

For the purpose of this study it is required that dialogue and community interaction be addressed from a developmental perspective. The environment of South Africa is one of development, adjustment and cross-cultural communication. The ultimate goal of development communication is to create a positive and effective change through the provision of necessary information (backed up with physical inputs) that would create understanding and build up self-confidence and motivation to change (Moemeka, 1994:64). NPOs should embrace change in order to develop and create participation. In a country which is rife with poverty and HIV/Aids, NPOs play a role in establishing a safe haven and opportunities for the community to develop, communicate and be uplifted. This will briefly be addressed to show the importance of development communication being a strategic function which will be discussed in detail in Chapter 3. The two broad perceptions of the role communication plays in development are categorised as the dominant paradigm (older approach) and the new paradigm (supporting the participatory approach). The dominant paradigm originated due to the desire for decolonisation and the seeking of independence which began in Asia, Africa and Latin America. Developed countries aided with the development initiative through monetary aid and the transfer of knowledge from developed countries to emerging countries (Mowlana & Wilson, 1990:2-3). The dominant paradigm resulted in the transfer of information and technology to the beneficiaries of development efforts, but was unable to elicit the desired development, thus alternative communication approaches were established. Cambridge (1998:155) describes the three development paradigms as firstly, the dominant paradigm (characterised by modernisation which was achieved through the two concepts of capitalism and communism), secondly, the dependency critique (focused on the idea of 'anti-development' through the use of broadcasting systems characterised by marginalised indigenous modes of expressions therefore undermining the development of national culture and identity), and lastly, the paradigm named 'another development'.

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57

Many NPOs operate without the traditional communication department or marketing department due to their limited budgets and funding. Due to this lack of funding or financial resources a single individual is responsible to perform multiple tasks within the communication arena. The primary role of the NPO communication officer is focusing on fundraising, event management, information campaigns, recruitment, website maintenance and volunteer management (Dyer, Buell, Harrison & Weber, 2002:15). This diversity of the communication practitioner's role decreases the effectiveness of symmetrical strategic communication.

The common understanding that is developing, is that NPOs are beginning to fill the gap between the lack of government functions both where the government will not support a function and where they cannot fulfil a need or function for a community. The World Bank broadly explains that the activities of a NPO are to relieve suffering, protect the natural environment, promote the interests of the poor and provide basic social services. NPOs are not established to make a profit, however their sustainability is necessary to provide to the communities with the various aids. The focus should be from a grassroots 'bottom-up' approach which relies on listening to the community and engaging in dialogue with the community and then subsequently communicating with the stakeholders or donors and sharing these needs and requirements directly with them to evoke a desire to participate. The opportunity for communication and dialogue increase due to the opportunity to use new media communication, information technologies and grass root communication through a strategic communication management plan. A system operates whereby communication, dialogue and strategic management are interrelated.

2.7   DIALOGUE AND STRATEGIC MANAGEMENT

Buber (as cited by Griffin, 2006:78), explains that dialogic communication involves being profoundly open to the other participants in the discussion, while still

remaining in the tension between your own individual perspective. Buber's citation defines dialogue as a synonym for ethical communication. It is the mutuality in a conversation that creates the between (inter-human) transaction which helps one become more human (Griffin, 2006:241). Freire (1987) identifies the characteristics of the dialogical approach as directiveness (order), discipline (regulation), determination and objectives (Freire, 1987:102). Freire (1987:103) further explains that individuals desire self-worth, have values and norms that influence their lives and in order for individuals to participate within a community or social movement these considerations are to be understood and incorporated in the attempt to create social transformation. This can be brought about through the education and facilitation of information exchange between the society, community and a NPO (Freire, 1987:97-117). Thus, sustainable management of a NPO is affected by multi-faceted elements where strategic communication is the basis of the plan.

Words and actions affect how others respond, thus when people communicate and interact with one another their values and culture impact others' understanding and thus the system that is created as well as the process of sharing information. Thus human beings adapt their behaviour based on the feedback they receive. Feedback can be explained as the exchange of information and response to the information. In the situation of an ideal or perfect dialogue both the sender and receiver adjust their ideas, values, ideals, explanations, understandings, cultural undertakings, responses, emotional behaviour (reactions), body language and information to continue the discussion (self-acquired). Littlejohn and Foss (2005:40) explain that feedback allows for simultaneous adaptation during the international dialogue process. A system can be defined as a set of interacting components that form something greater than the sum of its parts, specifically known as the theory of *gestalt*. Although each element is seen as an independent contributor to the system, they should be seen as inter-dependent elements which affect and are affected by one another in some form. Each system is dynamic and ever-changing and to continue to exist it is required to be in constant flux. It does not reach equilibrium as each element adjusts

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continuously to adapt to the situation at hand. As more elements are added the levels become more and thus the complexity increases and thus the networks increase and become more inter-dependent. Sustainability, especially in NPOs relies on feedback and adapting to certain elements that present themselves through communication and dialogue with internal and external stakeholders. Thus, in a dialogical interaction between a NPO and its stakeholders there should be a focus on feedback loops and control processes. These feedback loops can create change and maintain balance in a system, however they require to be managed on a strategic level.

It is important to realise that systems are observed from the outside and the analysis is also based on external observation. Stakeholders will observe NPOs on a conscious and subconscious level (religiously follow the messages or happen to glance by chance) and begin to form ideas or opinions regarding the NPO. All the elements that form part of a system can be described as an input and output. The messages, ideas, needs, concerns, etc. are the inputs from the stakeholders and the outputs are the reactions to these by the NPO. The reason these elements have been defined as such is because each element can be manipulated and adjusted. In a dialogue between stakeholders and a NPO the discussion elements, management elements, and sustainability processes can be adjusted and manipulated to suit the various aspects of a specific NPO. Dialogue is a communication process that requires interaction, adjustment and feedback and thus is a basic element of communication. According to Shannon (as cited by Griffin, 2006:24), communication can be defined as information processing. Griffin (2006:178) explains that communication relies on a specific context and a relationship. The context for this research is an HIV/Aids NPO and the relationship is between the stakeholders (donors, community, volunteers, sponsors and employees). Although the system consists of various elements and becomes increasingly more complex, openness should be established (Wood, 1999: 165). The more open a system, the more factors can influence what happens in it which leads to more growth, adjustment and new communication. The figures to

follow seek to illustrate the information explored above to indicate the complexity and integration of all the systems.

The current view or perspective held by many individuals and researchers in the industry is that of a 'top-down' approach of communication and management. Figure 2.2 represents this flow of communication and understanding of the hierarchical structures of this view. This diagram has been self-conceptualised to suit the research data that will be acquired.

Figure 2.4:   Current perspective held by the community

Communication direction

Non-permeable boundary
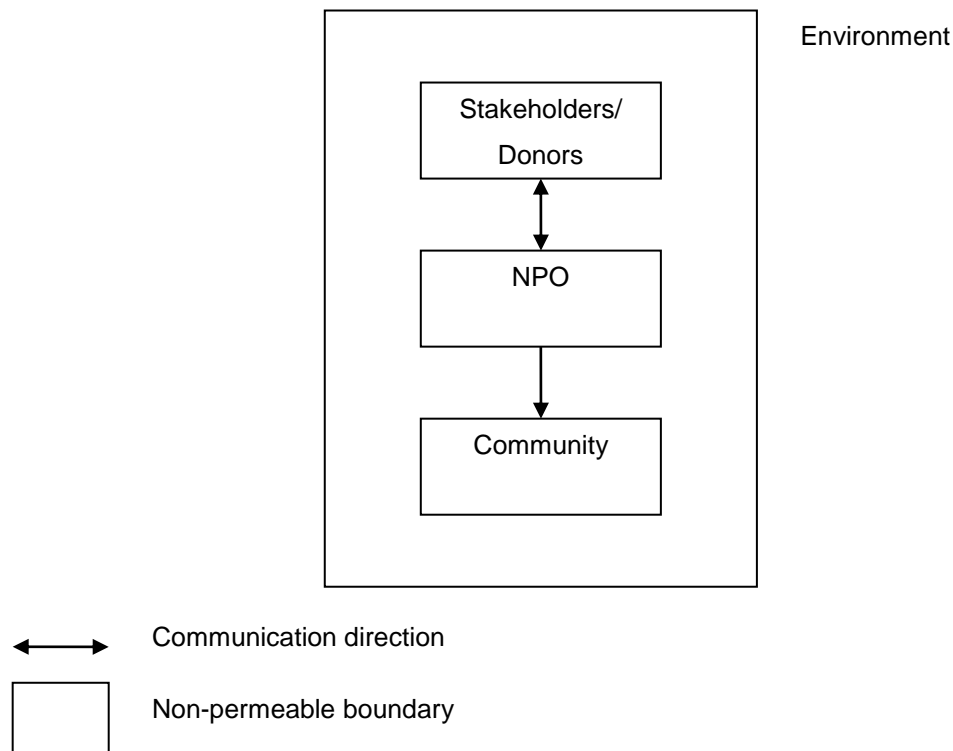
Open questions posed to the donor companies
• Do you want to be more involved on a grassroots (community) level?
Open questions posed to the NPOs
• Do you want the stakeholders and sponsors to be more involved on a grassroots (community) level?

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Purpose of the questions
The shift in dynamic in the current economic climate within South Africa is causing sponsor/donors to realise the importance of the grassroots approach and relationships with the community as the community is their future.

The financial donors or stakeholders usually hold the power to make many financial and strategic decisions due to the power they hold as contributors. The communication channels thus flow between the NPO (receiving the monetary donations) and the stakeholders or donors. The feedback between them is also generally seen as advice given by the donors to the NPO. The communication between many NPOs and the communities is however still one-way and static. It could be argued that because no interaction between the communities is encouraged, no bi-directional communication is occurring. Thus, no active dialogue is happening which decreases communities' interactions and knowledge about the NPOs existence thereby neither the NPOs nor the communities' needs are being met. The South African market is volatile and ever-changing due to its complexity and this form of communication and lack of feedback loops lead to the lack of sustainability and poor sustainable management. The aim of this study is to understand how to reach sustainable management of a NPO through integrating and opening all the systems to communicate and interact with one another, thereby forming a more complex system. Figure 2.5 (on the next page) indicates the complexity and integration that is required. Communication is also being illustrated as a horizontal process to show that the platform to begin from is one of equality and the importance of each element which leads to the possibility of sustainability.

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Figure 2.5:   The aim of this study
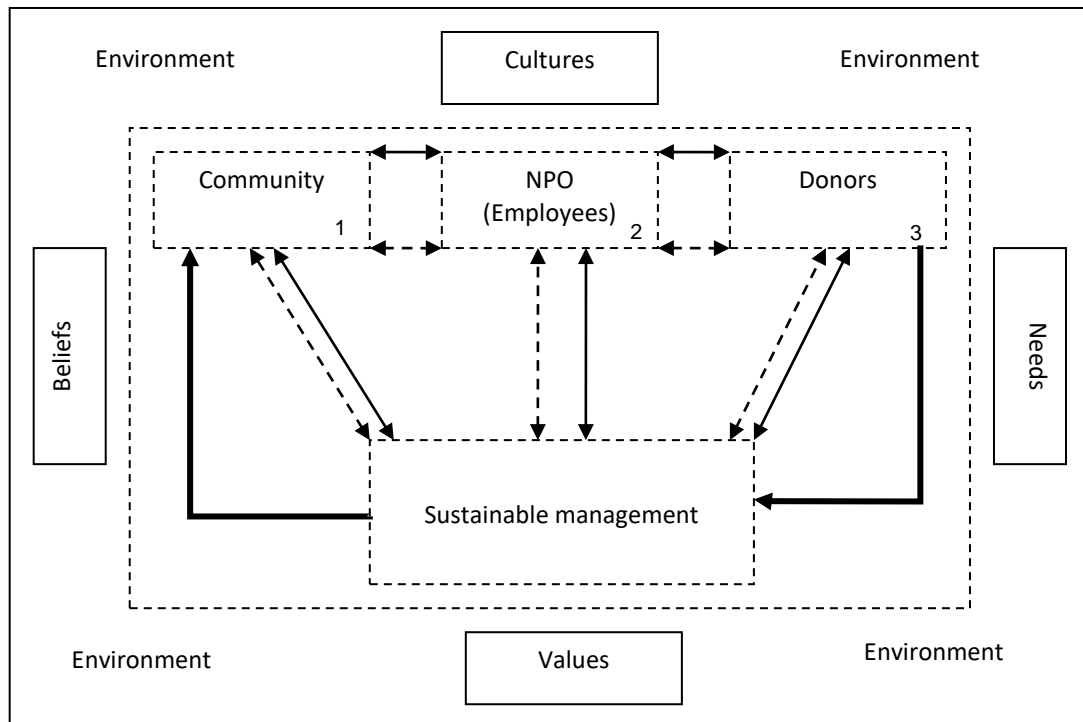
Dialogue and bi-directional communication

Feedback loops/channels

Permeable boundary

(Self-conceptualised)

Figure 2.5 can be explained in detail as follows: Dialogue exists between the community, NPO and donors on a horizontal platform to allow for communication to flow easily between each entity and on an equal playing field where each element is seen as equally important. The permeable boundaries of each system will allow for adaptions and changes to occur as and when required by each system to ensure continuous growth and adaptation of processes and goals. The interaction and feedback loops provided between the three entities will allow for the goal of sustainable management to occur. These three systems (community, NPO and

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donors) are continuously being affected by the needs, values, beliefs and cultures of the environment they are trying to aid, thereby having the permeable boundaries it will allow each system to adapt as necessary and the whole supra-system to function within this challenging and ever-changing environment. The goal is to achieve sustainable management, through the interaction and communication occurring between each sub-system within its environment sustainable management can thus be achieved within each sub-system as well as within the entire system working together.

In order to understand each system and the complexity of each system the table below will illustrate each individual element's factors. The table illustrates the complexity (layers) of each system and various elements that impact one another to reach sustainability and allow for sustainable management.

Table 2:3   The elements of the various systems

Larger system	Elements of system
Stakeholders or donors	Businesses Communities Individuals
Non-profit organisations (NPOs)	Employees Management Stakeholders
Communities	Values Beliefs Culture Attitudes Needs Dialogical communication
Environment	Businesses Communities Nature Organisations Individuals

Each of the larger systems identified above are broad and complex. There are various elements that each 'supra-system' consists of, thus the complexity increases as each layer is added to interact with another. Sustainable management and sustainability becomes more complex to define and understand. Each element

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cannot be seen in isolation or as a separate closed system, but rather a multi-faceted, open and integrated system that affects and effects one another. The size or impact of the affect or effect can differ, however they will have a rippling affect throughout each sub-system and supra-system. The elements can be represented as follows in the self-conceptualised diagrammatic illustration. For the sake of clarity of the integration of the literature review with the aim of the study, Figure 1.2 has been repeated and expanded on further here. Originally Figure 1.2 illustrated each sub-system as a circle with permeable boundaries to allow for interdependence, dialogue (bi-directional communication), adjustment, interaction and an open flow of communication. The centre of all four circles (overlapping) illustrates the optimum goal for each system of a NPO. The sustainable management from a dialogical approach seeks to be in balance, so as each sub-system adjusts and reacts to changes the sustainable management should adjust. This allows for continuous growth, interaction, interdependence, communication, information processing and equality for each system to communicate. Figure 2.6 illustrates a broader interpretation of the subsystems, to reduce confusion a key is provided under Figure 2.6 (provided on the following page).

Figure 2.6: **A broader interpretation of the subsystems pertaining to sustainable management**

(Self-conceptualised)
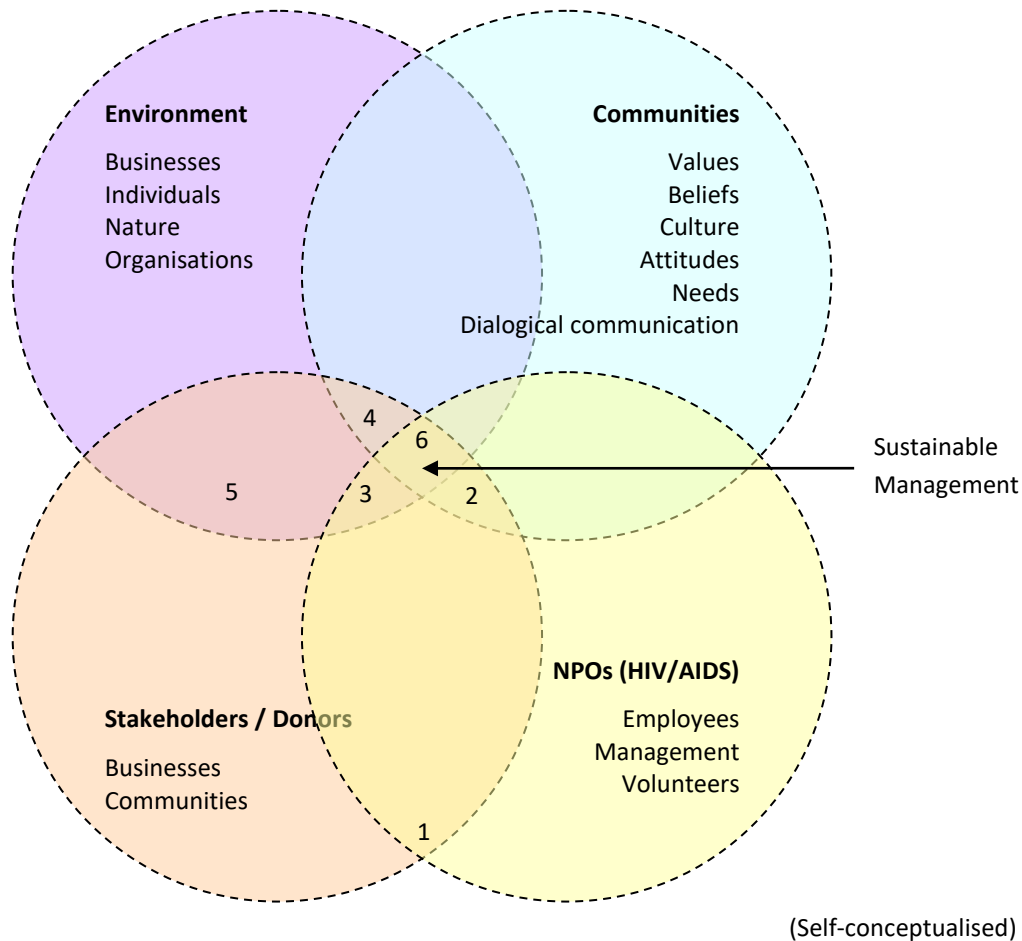
This table provides a broader interpretation of the subsystems pertaining to sustainable management which led to the establishment of the questions for the literature review.	
1	**Strategic communication**: Strategic communication ensures the communication of the organisation and the overall strategy are aligned. The NPO needs to align itself with the organisation.
2	**Media output**: Stakeholders/donors can assist in the media output of the NPO to aid the communication between the target community and the grassroots NPO.
3	**Strategic planning and long term goals**: Aligning the communication strategies to facilitate strategic planning to achieve long term goals of the stakeholders/donors and the grassroots NPOs operating within a specific environment.
4	**Functions list**: A shift in dynamics within the environment has caused for sponsors/donors to be more accountable and hands on in the investment of a community. The community directly impacts the sponsor/donor company and the NPO and vice versa.

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5	**Strategy change cycle influence**: The establishment of a proper communication strategy and business strategy encourages proper dialogue amongst the stakeholders which in turn can provide a platform for long term sustainability.
6	**Grassroots involvement**: There has been a shift in the dynamics of the sponsor/donor relationship and the sponsors/donors realise that their future is impacted by the communities it supports, and who in turn, supports them.

Open questions posed to the donor companies
• An organisation can achieve long term sustainability through collaborative processes and procedures. The elements indicated in diagram 2.6 indicate just how they all impact one another to reach this goal of any NPO. Would you consider developing a generic strategy with a NPO that can be implemented in order to reach sustainability?
Open questions posed to the NPOs
• Would you benefit from a generic strategic plan and communication process which integrates all the elements that affect you as a NPO?
Purpose of the questions
The idea of sustainable management and long term sustainability can be established when the environment within which the NPO operates, the stakeholders (sponsors/donors), the community that the NPO serves and the NPO itself communicates openly with one another to achieve a common goal and purpose within that community. Thereby allowing the sponsors /stakeholders to have a future community to provide a product or service to, an NPO to help the community grow and develop, the community, NPO and sponsors/donors can adapt to the ever-changing environment and the long term sustainability of the NPO.

The more elements added to each smaller system, the more complex each individual system becomes. For NPOs in South Africa it is important to realise that a sustainable management programme implemented in another country will be difficult to

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implement in South Africa. In South Africa there are several different cultures, value systems, beliefs, understandings, eleven official languages and communication techniques and thus to attempt for sustainable management it becomes evident that all the above elements should be explored, integrated and explained.

2.8   CONCLUSION

The lack of continuous funding over a long term period and knowledge concerning the value of strategic communication management creates a vicious cycle in which the lack of funding is the cause for appointing untrained strategic communication practitioners (Wiggill, 2013:1-2). According to Inyathelo (The South African Institute for Advancement), it is not the NPO that has the best idea or proposal that receives the funding or grants, but it is those NPOs that build a personal relationship based on trust. This does not happen without strategic face-to-face engagement (Gastrow, 2013).

The importance for a NPO to function as an integrated and holistic organisation that communicates both internally and externally with it stakeholders is pivotal to achieve long term stakeholder relationships. The goals and objectives should be aligned with the needs of the community in order to remain relevant and address current issues the community faces. Key stakeholders are to be identified and retained both on the donor and community level. According to Holtzhauzen (2013:1) NPOs recognise the importance of relationships for their survival and the necessity of clear objectives and planning for the development of these relationships.

To establish sustainability (organisational success), the organisation should establish and maintain healthy and interactive relationships with stakeholders and use strategic communication to engage (participate and interact) with stakeholders (Van Riel & Fombryn, 2007:9).

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Engaging in relationships is fundamental for organisations as stakeholders do not merely want one-sided communication, but rather be a part of an influential, bi-directional engagement. In order for communication to be strategic in South Africa and to address all cultures from their own perspective, communication should begin with the communities as the focus from a grassroots perspective. The relationships that are required to be established and maintained are difficult to do so in an environment where the NPOs are volunteer-run and the sponsors/donors do not have a dedicated teams or members that are constantly in contact with the NPO. The desire of the NPO is to establish a much-needed relationship and the sponsors/donors are focusing on the dedication of at least one individual to focus on the NPO and their sponsorships and strategies to increase the success of the campaigns and the CSI from the sponsor/donor.

Dialogue amongst all stakeholders is difficult to achieve due to time constraints, thus in some cases the sponsor/donor will establish a contact with the NPO and then rely on the NPO to maintain contact on a grassroots level and provide feedback to the sponsor/donor, thereby acting as the "middle-man'. Chapter 3 will discuss the grassroots/community approach and how it came about as well as the importance of a NPO to use these forms of communication strategies in an ever changing dynamic environment such as South Africa.

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CHAPTER 3

COMMUNICATION FOR DEVELOPMENT

3.1 INTRODUCTION

This chapter addresses development communication from Freire's (1987) dialogical approach and illustrates the importance of development communication in establishing long term sustainability of NPOs. The development communication focuses on communication from the grassroots (community) level up to the NPO and then back down.

Figure 3.1 illustrates the relationships between the theories and the communication techniques from various development communication theories. The chapter will address these relationships to illustrate the importance of their integration in reaching sustainability.

Figure 3.1 Chapter overview

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                    ┌─────────────────────────────────────────┐
                    │   Goal: Long-term sustainability of a NPO │
                    └─────────────────────────────────────────┘
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Development communication

- Theories (overview)
  - o Dominant theory
  - o Dependency theory
- In depth discussion
  - o Behaviour change theory
  - o Health promotion (HIV/AIDS NPO)
  - o Functionalist theory
- Communication techniques applied
  - o Diffusion of innovation
  - o Edutainment

Social marketing communication

- Theories (overview)
  - o Marketing and advertising
- In depth discussion
  - o Social marketing and social marketing strategies

Participatory approach

- Theories (overview)
  - o Marxist/Imperialism theory
  - o Critical paradigm
- In depth discussion
  - o Media dependency theory and techniques of application

The focus of this chapter is not on the theories of each element, but rather the strategies and techniques used by NPOs to communicate with members of their communities and the importance of integration rather than applying one technique. Development communication, social marketing communication and the participatory approach will be addressed individually followed by a holistic application and integration of the elements in the conclusion.

Development communication has been derived from theories of development and social change. However, development and communication are inextricably linked (Beltrán, 2006:78). Theorists refer to communication for development and development communication and research has shown that these two paradigms are the same and that the terms are used interchangeably. However, for the purpose of this study the term development communication will be used. Communication for development is the umbrella term for all forms of development communication approaches because it covers all communication approaches aimed at people living with poverty or in emerging and developing countries which addresses pressing social issues faced by these nations. The focus of development communication campaigns is communication messages or information about health, rural development and/or regional perspectives (Gray-Felder, 2006:xxi).

Development communication theories originated during the post-war international aid programmes with the goal of aiding countries struggling with poverty, illiteracy, lack of social infrastructures and poor health. According to Beltrán (2006:36-37), development implies interaction, massive mobilisation, universal participation in decision making on matters of public interest and in the process of implementing national goals. However, interaction, mobilisation and participation cannot occur without communication. A few suggestions, according to Rosario-Braid (1989:5) to facilitate communication on a national basis can be identified as: i) establishing national budget focusing on development; ii) promoting awareness in public

administration; and iii) providing the communities with access to these facilities. According to the same author, the role of communication in national development cannot be over emphasised. The reasoning behind this is because the role of development is to provide communication in order to sustain motivation.

Change and sustainability can only be achieved through the constant motivation of the NPO, stakeholders and community. This is a complex process requiring the appropriate communication resources targeted specifically towards HIV/Aids NPOs. This consequently helps universities or top-level educational institutions to establish professional training in communication principles and techniques for specialists and technical field agents. It also produces the literature for communication training in local languages and establishing communication institutions that can combine mass media with that of interpersonal communication strategies. Subsequently, development communication can be described as a continuous, cyclical process that has been adapted and changed throughout the world to address certain needs of various population groups. The theories and strategies that have evolved have not necessarily replaced the predecessors, but are rather viewed as alternatives.

Development communication began in 1927 and has undergone various changes and new developments necessitates it being addressed. Table 3.1 presents a chronological overview of the evolution as well as a comparison of the methodologies, theories and strategies at the disposal of organisations or individuals involved in development communication.

Table 3.1 The theories and evolution of development communication

Theories	Paradigms	Strategies
Marketing and advertising	• Social Marketing The goal is to position a product by giving information that could help fulfil an uncovered	Social Marketing Communication • NGOs found this to be a useful tool which was socially relevant and

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Theories	Paradigms	Strategies
	demand and reduce psychological, social and economic distance between the consumer and behaviour.	responsible. • The basic promotion is social change • Culture is seen as a problem because modern cultures and beliefs are not adopted.
Behaviour change	1. Health Promotion • Lack of knowledge prevented change • Goal is to provide and maintain conditions that make it possible for people to make healthy choices • Social change and individual community development	• Community empowerment • Ecological approach
	2. Modernisation paradigm (functionalist theory) • Changes in ideas would result in changes or transformations of behaviour. • Emphasised knowledge transmission and acquisition of beliefs and attitudes	• Diffusion of innovation – E. Rogers is the founding father and believed that through media there could be a focus on modernisation. • Edutainment – mass media and face-to-face communication, vital and social change and individual community development. • It is based on the premise that people learn behaviour by observing role models.
Marxist/ Imperialism theory	• Critical paradigm Theorists of participation and they are strong critics of social marketing as it does not focus on participation, but rather on advertising Development problems are responded to unequal distribution of resources created by globalisation	Participatory communication – social mobilisation and the Freire approach Development communication requires sensitivity to cultural diversity and specific context that were ignored by modernisation theories The understanding of communication is central to the dialogical approach

Theories	Paradigms	Strategies
		Proposed as a human centred approach valuing interpersonal channels of communication in a decision making process at community levels Media dependency theory Media or Policy advocacy Social mobilisation Community empowerment Ecological approach

Source: (adapted from Waisbord, 2001)

Inkeles and Smith (1974) explain that development was originally seen as a process that was meant to aid emerging countries (i.e. Third World countries) to become more suited to the Western developed societies. Due to the ethical and degrading associations of the term Third World and for the purpose of this study the use of an emerging/developing country or countries will be used. However, this only illustrated one form of development that was meant to be replicated to achieve a developed status. Development communication generally refers to the planned use of strategies and processes of communication aimed at achieving development (Bessette, 2004:14). It can be defined as the art and science of human communication which is applied with the hope to gain the speedy transformation of a country and to transform the mass of its people from poverty to a dynamic state of economic growth.

One concern however is that strategic communication management is not the basis of development communication campaigns. This makes it possible for a greater social equality and the larger fulfilment of the human potential (Quebral, 2005:54). According to Gray-Felder (2006:xix-xx) development communication emphasises the necessity to establish two-way knowledge flow and information exchange between

rural communities and technocrats, rather than one-way transfer of knowledge. However, it should be noted that it also promotes the strengthening of traditional forms of social organisations.

3.2 THE IMPORTANCE OF DEVELOPMENT COMMUNICATION

The global expansion of private investments in communications industries has resulted in a widened gap between incomes of the rich and poor. Attempts to intervene through the use of foreign aid, according to Broad and Cavanagh (as cited by Wilkens & Mody, 2001) have exacerbated the situation rather than resolving problematic social and environmental conditions. This has put strain on many NPOs to increase their efforts in establishing development through communication and participation.

3.2.1 Strategic communication in relation to Freire's (1987) dialogical approach and participation

Development communication consists of various theories that contribute to this umbrella term of communication for development. Each theory is seen as an individual theory that should be implemented on its own when addressing a behavioural change strategy. However, by using only one theory, it can lead to certain elements not being identified as possible solutions or options to solutions. Waisbord (2006) has identified various theories or a multiplicity of strategies that can be used to improve the quality of life of communities in emerging countries. The research is addressing the merge between strategic communication management and Freire's (1987) dialogical approach. These approaches are two different schools of thought, but the processes that are followed could be integrated. A process is a continuous interaction of a large number of variables with continuous change in values taken by these variables (Hanneman, 1976:27). Freire's (1987) dialogical

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approach believes in starting a behavioural change process or a community development process and then establishing and maintaining a relationship to aid the future and continual development of the community or society. The maintenance of the communication that has already occurred in the initial approach to the dialogical process within a community and for the purpose of behavioural change can be substantiated and maintained through using mass media, yet dialogue and the process of participation relies on this, i.e. the initial establishment of community focused communication to establish trust. Mass media will be discussed in detail in the second part of Chapter 3.

The combination of these different thoughts (strategic communication Management and dialogical communication) can allow for a new understanding and process to be established which can lead to a more effective process of development through communication within the communities and the NPOs. NPOs are focused on aiding and developing the community or communities in need. It aims to aid the development of the surrounding communities' local to the NPO through using target specific communication techniques.

3.2.2   Elements of communication for development

The discussion to follow will illustrate the growth and differences between various elements constituting the broad umbrella term of communication for development. One of the schools for thought that has been identified as a positive approach to change is the role of Freire's (1987) dialogical participatory approach. In turn, if this can be related to strategic communication management, mass media and health communication, common links can be established. In fact, it can be said that communication will be the basis for all these elements working in unison. Sustainability involves bi-directional communications and fundamentally the process of dialogue. The historical progression of development communication and the

surrounding theories should first be explored. These approaches illustrate the synergies and differences between the approaches which leads to the specific focus of dialogue and participation.

As indicated previously, research shows that communication empowers people and thus can facilitate change and behavioural change. The goal is however to encourage positive change to address diseases such as HIV/Aids and change perceptions of the poorer communities regarding these debilitating diseases as well as change the behaviours and opinions of stakeholders. Gray-Felder (2006:xx) substantiates this argument by explaining that communication for social change is a continuous process that evolves, yet is contextually based. According to the same author, the following characteristics of communication that are contextually bound are: community participation and ownership; language and cultural relevance; creating local content; using appropriate technology and also network and convergence. Before development communication can be ascribed to the environment in which individuals find themselves today, the historical path and theoretical approaches aiding to the establishment of development communication are to be identified and clearly understood. The relationship of these theories and the implications on development communication should be known, evaluated and criticised.

As has also been stated before, development communication has undergone an evolutionary process since the idea was first incepted. The evolutionary process to be discussed will illustrate why certain ideas and processes came about and how development communication, strategic communication management and Freire's (1987) idea of participatory dialogue have evolved and how they can be integrated to facilitate long term sustainability of NPOs. The two broad categories that the development theories are divided into are based on several distinct aspects. Namely, cultural versus environmental explanations; active versus passive participants; participation as a means rather than as an end; and attitudinal and behaviour

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models compared to structural and social models. The three broad theories, as indicated in Table 3.1, can be identified as the marketing and advertising theory, behaviour change theory and Marxist theory. The evolution of development communication will be illustrated through addressing the two broad categories of development communication. The two categories can be identified as the dominant theory and then the critique (critical analysis) of the media dependency theory.

3.2.3 Dominant paradigm of development communication

The dominant paradigm has focused on the models associated with behaviour change. The theories associated with the dominant paradigm have been identified as social marketing communication (referred to as SMC), health promotion, health education and entertainment-education. For the purpose of this research the main focus of the dominant paradigm will be modernisation and health promotion. The commonality between all these models is the premise that development and its associated problems are rooted in the lack of knowledge. This has subsequently led to the notion that in order for behaviour changes to occur, people should be provided with a substantial amount of information in order for the decision and persuasive process to occur. According to Benjamin (1997) the persuasive process can be defined as a communication process that is dynamically shaped by a variety of processes involving symbolism (verbal and non-verbal elements) with a deliberate intent to manipulate these symbols in order to accomplish specific goals (self-acquired), adapted from Benjamin, 1997). The decision process consists of various elements, namely awareness, interest, evaluation, action, trial and adoption (Schiffman & Kanuk, 2004:231). Although this is related to product consumption, the process can be adapted to the trial of new behaviours and beliefs based on information received, especially when addressing pertinent health issues such as HIV/Aids.

Modernisation theories have formed the groundwork in early development communication studies. Modernisation raised awareness to the belief that development issues exist due to cultural and information deficits. The principal of economic transformation is the shift from a predominantly rural community network (pre-occupied by the needs of the agrarian self) to an increasingly urbanised and market orientated society (Dixon, 1999:1). Early studies by McClelland (1961) for example proposed that changes in ideas would result in a change in (transformation of) behaviours. The basic understanding and belief is thus thought of as: if development is to occur then modern culture and economic and political development should co-exist and co-accomplish development goals. Modernisation is thought to be hampered through the low rate of literacy and the community's persistence in retaining their traditional values and attitudes (traditionalism). In a diverse country such as South Africa, the communities consist of eleven diverse cultures which increases the complexity of development communication substantially. To overcome this obstacle of traditionalism, the focus of persuading individuals and communities to receive and retain modern values and information began to be approached using media technology to communicate to people. Due to development issues being based on information, and more specifically, the lack thereof, communication has become the tool to successfully address the process of sharing information. Studies and theories of Lerner and Schramm explored communication as being one of the transferral of information. Mass media are thus noted as being central to this transmission of information. The use of mass media involves the use of various traditional channels (radio, television and newspapers) to reach a widespread group of individuals (Wells, Moriarity & Burnett, 2006:9). In the case of development communication, the individuals are more specifically referred to as the community. Quebral (2005) explains that mass media has the perceived capability to directly affect large passive audiences. Resulting in the expected goal of diffusing information from the elite sources to establish unification between diverse groups and to persuade people to shed their traditional attitudes and acquire new

skills and adopt technological innovations. The established focus of modernisation is being media-centred in all communication efforts with the emerging country. Schramm (2006) explains that mass media are the agents of social change. The primary role of mass media is thus to be used to accomplish the transition towards new customs and practices and a movement away from being too focused on tradition. This will be addressed in more detail in the second part of Chapter 3. Two communication models established the basis of modernisation, namely the Shannon and Weaver model and the propaganda model. The diagram below illustrates the Shannon and Weaver model.

Figure 3.2 Shannon and Weaver model

<div style="border:1px solid black; padding:1em; text-align:center;">

Information source

⇕ message

Transmitter

⇕ signal

Noise source

⇕ signal received

Receiver

⇕ message

Destination

</div>
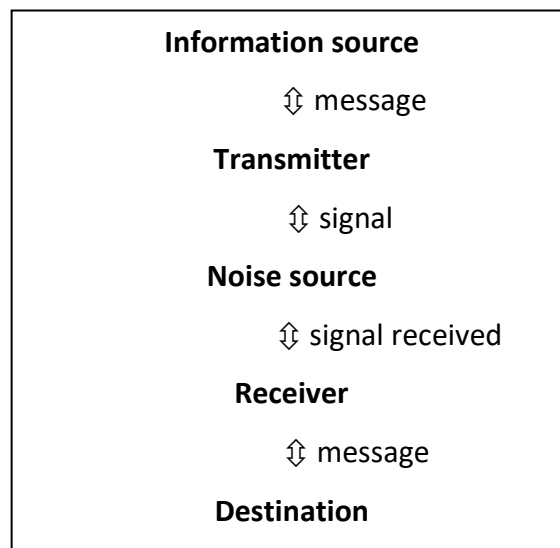
Key: ⇕ - direction of communication

Source: (adapted from Muller, 2006)

This model is a mathematical model of communication and illustrates a linear flow of communication. It has been applied for many years in any situation relating to the transformation of information (Fourie, 2008:225). One identifiable problem in this

model is that there is a lack of feedback which facilitates change, the establishment of shared meaning and new understanding.

The propaganda model is focused on the use of mass media as a 'magic bullet' and was mainly used during the World War II period. Thus communication was understood from a transmission or persuasion process. The media was seen as being both the channels and indicators of modernisation. Consequently, the media became agents of diffusion. The emphasis on diffusion means that modernisation now becomes measurable and quantifiable in terms of media penetration. Subsequently, Rogers' (1962) diffusion of innovation theory has become an influential theory in the modernisation paradigm. Diffusion of innovation was the communication technique used to reach the community. A brief introduction will explain how it came about and the impact of diffusion of innovation.

3.2.4   Diffusion of innovation

The theory of diffusion of innovation is focused on understanding how new behaviours were adopted. The study looks at how innovations are diffused over time according to an individual's stages of adoption. The process of adoption can be defined as the mental process through which an individual passes from first hearing about a new innovation to the final point of adoption (Kotler & Armstrong, 2001:200). Five stages of adoption have been identified and classified as follows: awareness, knowledge and interest, decision, trial and adoption or rejection. Furthermore, Rogers (1962) categorised society into different groups based on their rate of adoption of new innovations, for example early adopters, late adopters and laggards. Early adopters are those who adopt innovations early (after the innovators); late adapters are individuals who are willing to adopt innovations at no risk to them and the laggards are the last individuals to adopt new information or change (Solomon & Stuart, 2003:270). The vast underdeveloped societies are usually

categorised and described as being laggards. Rogers (1983) believed that the media had and has great importance in increasing awareness, but communication and sources of information on an interpersonal level become crucial in the decision to adopt or reject an innovation especially when dealing with communities who have strong traditional ties and rarely trust outside their leaders and communities. Lazerfield and Katz (1995) substantiate this argument by indicating that the flow of information is from media to opinion leaders and from leaders to the masses. The information communicated via mass media will be discussed by the recipients on an interpersonal level as these interpersonal relations channel and shape opinions. It is important to note that an underlying influencer of adoption is communication and culture. Consequently, a new model of communication has been established, namely the triadic model of communication including change agents, beneficiaries and communicators.

Both scholars Schramm and Rogers further developed the diffusion of innovation principles as the findings through further research indicated that the earlier studies had individualistic and psychological biases. Rogers (1976) now defines communication as a process creating mutual understanding through the sharing of information between participants involved in the communication activity. Communication can thus be defined as a participatory process in which participants (between individuals and groups) exchange information and ideas with one another having the primary goal of reaching a mutual understanding (self-acquired).

During the early 1970's the dominant paradigm of development communication was the modernisation theory. During this period, diffusion of innovation and information formed the basis for solving problems in underdeveloped societies. The evolution of communication and development communication has brought about the notion of social marketing communication.

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The field of development communication has become divided between scholars who have revised the modernisation and diffusion theories and those scholars who have begun to realise the importance of participation. Servaes (1996) substantiates this argument by explaining that both these fields have dominated development communication, but the belief is that there should be a link of commonalities between the divided theories. Attempts have been made, but Servaes (1996) believes that no conclusive and comprehensive view has evolved. The various theories developed which criticise the dominant paradigm are namely the dependency theory, the participatory theories and approaches, and media advocacy. Many of these theories are still being revised and adapted to find specific points of congruency so a more comprehensive and integrated strategy can be formed. The first critique of the dominant paradigm is the dependency theory.

3.2.5   Dependency theory overview

The dependency analysis or paradigm has stemmed from the Marxist and critical theorists' perspectives on development communication. These various theories are based on the premise that emerging countries' problems are closely related to the dynamics of capitalist development. Ball-Rokeach and DeFleur originally proposed the dependency theory. The model designed, according to Littlejohn and Foss (2005:287), was aimed at illustrating the integral relationship among audiences (the community), media (radio and television) and the larger social system (westernised society). Hornik (1988) argues that the problems of underdeveloped nations were politically rooted rather than as a result of the lack of information. There is a firm belief that colonialism created the issue of underdevelopment. Subsequently, underdevelopment is argued to be the consequence of the western world's development. Waisbord (2006) believes that emerging (underdeveloped) countries are politically and culturally dependent on the West (especially the United States). Furthermore, Waisbord (2006) argues that dependency positions are charging

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development programmes for failing to address structures of inequality and social factors. Social conditions and their improvement must be the focal point. Thus, modernisation has been criticised for using mass media as most programming streamed was based on monetary gain rather than social change. This has subsequently lead to the requirement of substantial changes being conducted in the media structures that have been dominated by commercial principles and foreign interests. The notion for governmental control is being addressed chiefly by UNESCO (United Nations Educational, Scientific and Cultural Organization).

3.2.6   Behaviour change theory overview

Behaviour change is the goal of staff working directly with communities, governments or organisations. The staff is often referred to as interventionists whose primary goal is to design and implement programmes or interventions to achieve desired behavioural changes (Glanz, Lewis & Rimers, 1990:17). The three main theories of behaviour change which are the Social Cognitive Theory, the Theory of Planned Behaviour and the Transtheoretical Model. The Transtheoretical model is relevant to the current research because it addresses the importance of all communication efforts which are directed to a much broader spectrum. Firstly, the model will be illustrated in Figure 3.3 (on the following page) and then an explanation will follow regarding each core construct.

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Figure: 3.3 The Transtheoretical Model
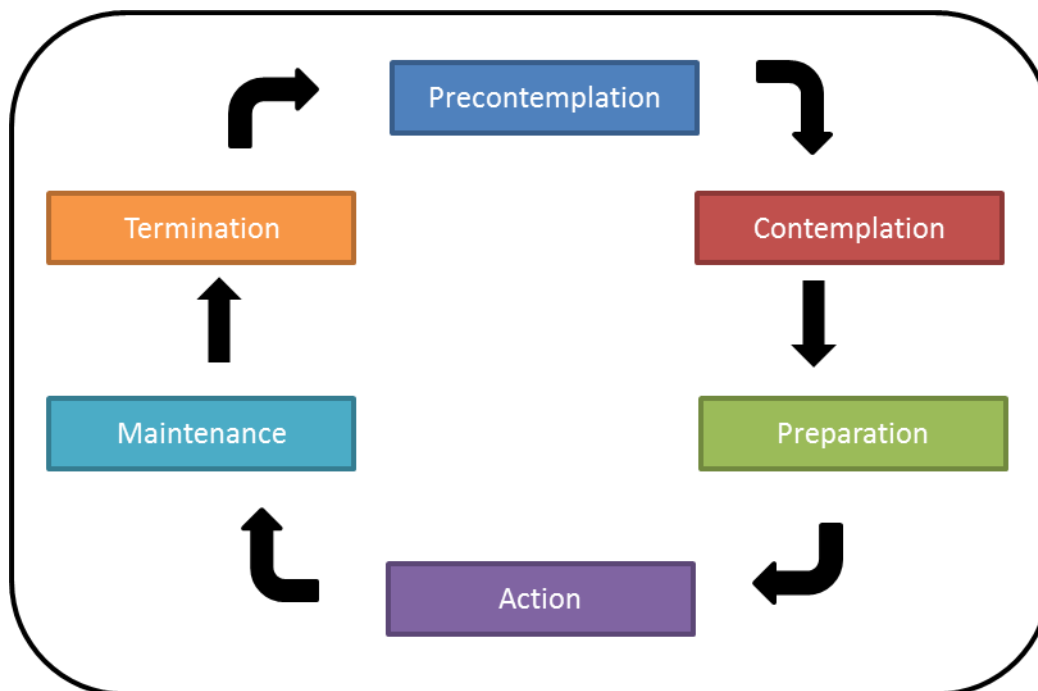
The Transtheoretical Model has six core constructs based on the understanding that individuals' behaviours are formed within the context of a larger community and social environment, thereby illustrating the importance of all communication efforts to be directed at the larger community as well.

Prochaska**,** Norcross and DiClemente, (1994) briefly explain the core constructs as follows:

i)   Precontemplation is the stage whereby people have no intention of changing their behaviour and are in denial about the problem facing them.

ii) Contemplation occurs when people have acknowledged there is a problem and are seriously thinking about solving it.

iii) Preparation is the action phase of the programme. The main task for this stage is for the individual ask questions and gain information.

iv) Action is the stage to whereby people actively change their behaviour by engaging in activities to change their environment in order to alter the problem or behaviour. Encouragement and support are integral in this stage.

v) Maintenance involves the gains achieved and action taken are consolidated as the main task is to prevent a relapse and stabilise the change in behaviour.

Although all these theories can be implemented individually The World Bank and CommGAP (Communication for Governance and Accountability Programme) have determined that by using a combination of these theories the core elements of behaviour change can be achieved. Table 3.2 indicates the key elements, definition of the element and the strategy for behaviour change.

Table 3.2: Behavioural change theories overview

Key Element	Definition	Strategies for Behaviour Change
Threat	A danger or harmful event of which people may or may not be aware	Raise awareness that the threat exists, focusing on severity and susceptibility
Fear	Emotional arousal caused by perceiving a significant and personally relevant threat	Fear can powerfully influence behaviour and, if it is channelled in the appropriate way, can motivate people to seek information, but it can also cause people to deny they are at-risk.
Response efficacy	Perception that a recommended response will prevent the threat from happening	Provide evidence of examples that the recommended response will avert the threat
Self-efficacy	An individual's perception of or confidence in their ability to perform a recommended response	Raise individual's confidence that they can perform response and help ensure they can avert the threat
Barriers	Something that would prevent an individual from carrying out recommended responses	Be aware of physical or cultural barriers that might exist, attempt to remove barriers
Benefits	Positive consequences for preforming recommended response	Communicate the benefits of performing the recommended response
Subjective norms	What an individual thinks other	Understand with whom

Key Element	Definition	Strategies for Behaviour Change
	people think they should do	individuals are likely to comply with
Attitudes	An individual's evaluation or beliefs about a recommended response	Measure existing attitudes before attempting to change them
Intentions	An individual's plans to carry out the recommended response	Determine if the intentions are genuine or proxies for actual behaviour
Cues and action	External or internal factors that help individuals make decisions about a response	Provide communication that might trigger individuals to make decisions
Reactance	When an individual reacts against a recommended response	Ensure individuals do not feel they have been manipulated or are unable to avert the threat

(CommGap, 2013)

Open questions posed to the donor companies
• Do you require results based on the key elements above in order to decide whether or not to reinvest?
Open questions posed to the NPOs
• Are you aware of all these elements when you conduct research and implement campaigns?
Purpose of the questions
The dynamic shift of grassroot accountability and investment is being driven even more in today's economic environment. It is no longer good enough to just donate money because of legislation. Both the NPO and the sponsors/donors desire to be in a partnership that is mutually beneficial and satisfactory for both. This has led to the notion of being results based and it is becoming more necessary in today's CSR as the future of business rely on the future of the communities within which they invest.

When NPOs address communities and implement their strategies they are required to keep all these key elements central to their strategy in order to ensure that

behaviour change can occur. This integration of the behaviour change theories allows for a holistic approach to strategies by the NPOs to bring about a continued difference and sustainability of change over a long period of time. If the NPO and the stakeholders who invest in the strategies have these measurable key elements to judge behaviour change the NPO is able to indicate the changes taking place and use the records and evidence to generate a better relationship with the stakeholder to receive longer term funding and continued sustainability. The key elements thus become viewed as the reasoning for continued financial support.

3.2.7   Functionalist theory overview

The functionalist perspective views society as a system of interconnected parts that work harmoniously together to maintain a state of balance and social equilibrium for the whole (Mooney, Knox & Schacht, 2007). Elements of society are functional if they contribute to social stability and classified as dysfunctional if they disrupt social stability. For example, AIDS causes dysfunction within a community or society as it is an illness affecting individuals in a negative way and can cause them not to be able to work, thereby affecting the country's economy. The functional element within this system would be the NPO who is providing aid, education and relief to the individual suffering from AIDS. Another functional element is the stakeholder who is financially aiding the NPO in order to provide for the needs of the individual affected.

3.2.8   Edutainment

The word edutainment originates from the computer industry and was first coined to describe CD-ROM programmes for children which both educated and entertained (White, 1996). The education through edutainment takes place in many instances without the individual being truly aware that the process is occurring. Edutainment can occur through for example board games, books, class activities, movies, and a trip to the zoo. NPOs have used edutainment for many years to engage with the

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88

community and to bring about an understanding of issues, diseases, and threats, among others. NPOs have educated communities through plays, road shows, mini digital messages that can be downloaded on their cell phones and other forms of local entertainment. The negative side of edutainment is that it can be very costly to implement. The NPO and the stakeholders involved generally look for a win-win situation where the organisation who is funding the project receives advertising and marketing through branding and the NPO receives the financial support to implement the edutainment programme. If the results prove profitable and positive for the stakeholder, and the NPO can increase the change and behaviour change processes within the community to create new awareness, the stakeholder would consider re-investing.

3.3   SOCIAL MARKETING COMMUNICATION

Many theorists use the term social marketing and social marketing communication interchangeably, within this research study it will be referred to as social marketing communication (SMC). SMC consists of putting standard commercial marketing techniques into practice in order to promote pro-social behaviour. SMC is the branch of marketing concerned with the use of marketing knowledge, concepts, and techniques to enhance social ends as well as with the social consequences of marketing policies, decisions and actions (Lazer & Kelly 1973:4). Subsequently, Lazer and Kelly (1973:5) define SMC as the study of marketing and activities which exist within a social system. The use of media in SMC strategies is large. Thus, a distinction between communication and information should be established. Communications media can be defined as the vehicles used for transmitting language between senders and receivers, whereas information (i.e. informing) involves the process of using symbols (adopted by man) to signify, express and communicate knowledge. SMC can be explained as the attempt of social marketing to educate, seeking to

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motivate, introduce group pressure when appropriate and employs modelling or rewards to ensure long term success (Andreasen, 1995:14). Social marketers regard what their consumers actually do as the bottom line for judging their success. The belief is that the programs must be cost effective and that all strategies are to begin with the consumer. In relation to the current research the consumer is the community needing the aid of the NPO. Thus, the market research is essential to designing, pretesting and evaluating intervention programs in which markets are carefully segmented and competition is always recognised. The NPOs are required to identify all other NPOs offering the same or similar services, as the other NPOs are in direct competition for the same funding or donations that are required to reach sustainability.

In order for marketing to achieve a broad sense community and participation, it is required to perform its social role in two ways. Firstly, it must be understood that SMC faces a social challenge in a similar manner to the way in which a government faces social challenges (for example poverty) (Lazer & Kelly, 1973:4). Secondly, SMC participates in welfare and cultural efforts extending beyond profit. Subsequently, it is the responsibility of marketing to help stimulate the desire to improve the quality of life, particularly the economic quality and to serve public interest. SMC began by focusing on the communication of health information based on post war outcomes and the problem is that there has been very limited success as mass media is essential to all SMC campaigns. Thus, the first form of behavioural change was used in health promotion strategies with variation of behavioural change strategies. There are strong roots in commercial marketing and advertising (radio, television and campaigns) as many SMC messages use attractive messages to persuade individuals to consider behaviour change. According to Fine (1990:16), SMC is focused on using mass media to educate the public about preventative health measures through various channels such as mass media, publicity, word-of-mouth,

word-of-mouse and educational programmes. SMC is thus focused on the attempt to be more altruistic (unselfish) and unbiased.

When addressing SMC, the issue of ethics is to be addressed. The ethical implications for social marketing communication bare importance due to the implications it has on society. Murphy and Bloom (as quoted by Andreasen, 1995:30) state that social marketers bear a special obligation to behave in an ethical fashion because they are purporting to act in society's interests. Ethical attention must be paid in terms of the goals set for the social marketing communication campaign as well as the means to attain these goals.

The goals of a SMC campaign is based on the question posed from an ethical perspective: Who decided what is good for the individual or society in a SMC programme that is designed or initiated to improve society? In order for the fundamental question to be answered and to ensure the ethical quota is reached or maintained the individual (usually the primary change agent) responsible for deciding the goal has specific questions to answer (Andreasen, 1995:31):

i)   Do I want to participate in this use of my concepts and skills?

ii)   Do I think that the end programme is truly in the best interests of humanity?

In order for the ethical issue to be resolved it is suggested by Andreasen (1995:31) that a collective representative group (legislature or government) should decide on fundamental issues and goals. In order to ensure an ethical stature, the consumer should be the central focus as to what are their needs and wants and how can they be ethically solved and not manipulated. Consequently, the characteristics of a first-rate SMC strategy or approach can be described as follows: The essential SMC insight according to Andreasen (1995:37) is putting the consumer (individual stakeholders) first. Subsequently, Andreasen (1995:37) states that the core of SMC is the premise that all SMC decisions must emanate from a consideration of the core consumer

(community and donors). SMC involves high-involvement behaviourism which individuals care a great deal about, where they see significant risks, where they think a lot before acting and where they frequently seek advice from others (Celsi & Olson as cited by Andreasen, 1995:37). When attempting to change behaviour there are complex motivations involved and the task cannot be approached casually or without careful thought. The consumer centric focus allows the consumer to be put in control of the transaction. The NPO begins to be led by what the consumers (stakeholders) want or need and not the needs of the organisation. Throughout SMC campaigns, dialogue and the process of participating in dialogue becomes fundamental. Many NPOs still use SMC campaigns to address health issues. One of the main goals of a SMC campaign is the individual behaviour change. However, the barrier or problem with the success of the campaign is collective cohesion (group think).

Collective cohesion of individual's thoughts and beliefs involves the establishment of common understanding of information, ideas, cultures and thoughts. Thus collective cohesion (group think) can be defined as when a group of individuals involved in the decision making process have a tendency to try and achieve consensus. Through this desire to reach consensus the requirement for agreement takes priority over the motivation to obtain accurate knowledge and make appropriate decisions (Reber & Reber, 2001:309). The attempt to move people against what is commonly believed and trusted, hampers the success of any behavioural change attempt, thus the use of choosing a champion of change within a community can aid the building of trust. However, the problem that still prevents change is the use of advertising. The use of innovative interpersonal communication became important to allow collective trust and cohesion, but the focus has been on disease and not on the fundamental aspect of communication. This has caused the strategy of SMC to be reassessed. Strategies should be focused on the culture and tradition and then presented in a strategy to create social change.

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92

A shift has occurred away from the psychology of individuals and onto the political and socio-cultural factors which affect the community who should be involved in the development change process (Waisbord, 2006). Many SMC campaigns are focused on this form of communication, for example Love Life has campaigns addressing these specific needs. This also extends to too many NPOs in South Africa. Elements from various marketing and advertising theories of consumer behaviour were combined into development communication. In order for social marketing to be successful there should be an understanding of the influences that create consumer needs and subsequently how these needs can be fulfilled or met. Novelli (1990) identifies certain elements of influence namely as environmental, individual and information processing and decision making. Subsequently, the focus of SMC is on the process of behaviour change, understanding the persuasive role of communication (the transferral of information), and the top-down approach to change. Consequently, SMC intends to reduce the equivocality on a psychological, social, economic and practical level so as to reduce the discrepancies between the current consumer behaviour and the desired consumer behaviour (self-acquired).

For any communication to be persuasive and to promote action for the behaviour change toward a brand or product for example, communication should be contextualised in the community's beliefs and their frame of references. However, one criticism against this approach is the fact that it is seen as being manipulative and centrally focused on goals without taking means into account (Waisbord, 2006).

Furthermore, theorists have mainly focused on participatory communication to criticise SMC. The widespread belief is that SMC is non-participatory because people are not being viewed as a community, but rather as consumers and they are being communicated to on a consumer level rather than a community level. By being viewed as consumers, an organisation or agency decides what will be communicated, how it will be communicated and the behaviours to be mimicked.

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93

Beltran (1975) and Diaz-Bordenave (1976) argue that because of this pre-determined behaviour message, the goal should be to assist populations in changing their behaviours, thus focusing on participation and interaction. This has led to several criticisms against the traditional dominant paradigm approach to development communication.

The marketing of a NPO focuses on principles to be applied and to encourage the belief of what the NPO's existence is about. According to Bloom and Novelli, 1981; Hirsh and Davis, 1981; Murphy, 1980; Mokwa and Permut, 1981; and Rothschild, 1979 as cited by Fine (1990:47-53); certain marketing principles and NPO policy dynamics which coincide and have been identified and summarized as follows:

i) Involved inherently in an implicit process of marketing policy development. Vast potential for raising marketing awareness and importance and increasing technical precision.

ii) Social ideals, 'professional' service norms (from human and social action disciplines), and counter-conventional organisational behaviour provide internal basis for generating NPO missions and policies. Social problems are difficult to define and resolve as they are built upon important aspirations that evoke strong emotional commitments.

iii) The responsibility for public and NPO marketing policy is widely diffused and shared among organisational members and relevant external publics. Many participants have many different roles which are highly dependent on the environment for support.

iv) Must deal with a varied external public, serve many markets, and constantly demonstrate their legitimacy. Examples are volunteers, clients, and influential participants in the community. Must devise a multifunction, multi-market and multi-segment marketing strategy.

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v) Policymakers engage actively and aggressively in market intelligence activities. Personal communication and informal means of collecting information to reach policy decisions has been undertaken.

vi) Policymakers tend to identify significantly more with mission related program opportunities and demands than that with which they have the resources to meet. The various problems that have been identified are namely resource attraction strategies, priority establishment for action programmes and resource allocation policies. In order to have a sound strategy and marketing approach the correct recruitment is required of professionals who have the means and knowledge to fulfil the goals of the strategy.

vii) Action programme policies are grounded in human and social service professional norms that emphasise the product or process dimension of the programme.

The implication of this policy is thus being community driven and establishing participation and communication and feedback between the environment, the community and the NPO. A poorly designed system or strategy which involves attracting or the allocation of resources is a strategy that is said to be doomed to fail once again re-iterating the importance of strategic communication management. Subsequently, certain aspects such as prospective donors, the appropriate benefits are to be developed and accentuated so that the social marketing communication strategy can be tailored to prospective donor targets and implement coordinated resource marketing programmes. Thereby, the product and market analysis can provide sound basis for resource allocation. Before this resource allocation can occur, the first step in adopting a marketing perspective is to establish a centre of responsibility for initiating, coordinating and adjusting marketing activities. This involves marketing programming which means transforming the special ideas, functions and values into offerings focused on specific causes, places, people, incentives, services, and/or goods. Consequently, leading to the development of

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integrated promotion, distribution, and pricing strategies for the augmentation of the basic offering. These facets all combined can facilitate a process of change within communities. SMC uses various marketing strategies to facilitate change and development. This initial process of attempting to create and establish behavioural change has led to the approach of social marketing communication.

3.4 THE USE OF SOCIAL MEDIA BY NON-PROFT ORGANISATIONS

Due to the open landscape of communication and the worldwide integration of mass media, the transfer of concepts, ideas and opinions occur rapidly, especially with information and ideas being shared via SMS, Twitter and Facebook. Even though South Africa is plagued with poverty, most people own cell phones to have basic access to some form of communication. The social media platform has exploded in the last five years and provided new avenues to communicate with even more people on a worldwide scale (Romaniuk, 2012).

The broad definition of social media is that it is a collection of online communications channels dedicated to community-based input, interaction, content sharing and collaboration. Social media is about conversations, community, building relationships and connecting with people with the same interests. Social media not only allows and an individual to hear what people say about him/or, but it also enables the person to respond, listen and speak.

NPOs' primary goal is to drive behaviour to achieve a certain outcome. NPOs require first time donors and existing donors to give more and volunteers to help their cause. The main issue is that it is very time consuming and expensive and this is the traditional way. Two of the most prominent examples of social media are Facebook and Twitter. Facebook is a free and popular social networking site that allows

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registered users to create profiles, upload videos and photos, send messages and keep in touch with friends, family and colleagues. Twitter is a free micro-blogging service that allows registered members to broadcast short posts called tweets. They can also follow other users. These two platforms are the most popular platforms used by NPOs to communicate with the stakeholders and investors who can assist the NPO financially or by providing physical products or elements that a NPO needs. This is seen as one of the fastest ways to communicate with as many people as possible as those people that deem the cause necessary will share the posts and information with others who are friends on their accounts to encourage action to be taken. According to the company Vertical Response Marketing (2013) 68% of people are more likely to actively take the time to learn about a charity if their friend has posted about it on a social platform.

As a NPO certain principles are to be adhered to in order to build relationships and increase the response from stakeholders who can invest financially or with time (the independent code of governance for non-profit organisations in South Africa, 2012: 3-15). These principles include:

i) Responsibility:

The NPO should be willing to accept responsibility for the post they publish no matter if the audience is one person or millions.

ii) Respect and civility:

NPOs should always engage in thoughtful and respectful dialogue. They must not merely delete a comment or block an individual if they have made a valid negative comment that you could utilise to your advantage.

iii) NPOs should be transparent, representative and endorse your brand (NPO).

iv) NPOs should have a constant presence and maintain your site through regular updates.

v) NPOs should build your community through accessibility.

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A study completed in 2012 by MGD Advertising stated that funds raised through social media were so popular in 2012 that the charitable concept has been termed social giving. Based on research conducted in 2012, 98% of NPOs preferred Facebook followed by 74% trusting Twitter. The reasoning behind such success according to the NPOs are because of new detailed social media strategies thereby illustrating the importance of ensuring that executive management make social media a priority and dedicating a current or new position specific to social media. Social media and the access to media and communication tools have altered the landscape of the agenda setting theory and its relevance.

Open questions posed to the donor companies
• Do you make your followers aware of the charities or NPOs you aid? • Do you encourage the use of social media by the NPOs you are sponsoring so as to utilise your donations better? • Do you aid the NPO to build an online strategy and presence?
Open questions posed to the NPOs
• Do you have a social media following? • Do you believe it is important? Why or why not? • If you do have one, have you got a dedicated individual running the platform? • Do you find it responsive and supportive? • How rapidly are you growing?
Purpose of the questions
Social media is becoming increasingly important amongst sponsors/donors that form part of a general community, namely the individuals who will donate either when they can or commit to long term funding because it believes in the work of the NPO and desires to help make a change in the community. The NPOs should ensure they are staying current and constantly being "top-of-mind" as so many NPOs support the same need but within different communities. The "fight" for

attention is becoming more difficult and many of the individuals are on social media platforms to stay abreast of what's happening in the environment, the communities and with the money they are investing in their charities.

For Communication For Social Change (CFSC) and HIV/Aids the mass education programmes are focused toward changing individual behaviour, however unless deep-rooted social change occurs, the change cannot be sustainable. Therefore, the focus has shifted from dependence on mass media to Participatory Monitoring and Evaluation (PM&E), in which the stakeholder participation in evaluation is accepted (Parks, *et al.,* 2005). It is important to note that community media operations (such as local radio stations) are to be sustainable through continuous research about the larger social environment. This will allow for new issues to be identified, new actors and new voices to be heard about current and pressing issues. Therefore, PM&E has been defined as follows by the participants involved in the Philippines workshop (Estrella, 2000:6), monitoring will consist of knowing where we are, observing change, kilometre checks, regular and on-going assessment, routine reflections and feedback. Evaluation will consist of reflection processes (looking back and then strategizing for the future), assessment of impacts and or achievements over a long period, learning from experience, valuing and performance review. Participation involves the sharing of learning, democratic processes, joint decision making, co-ownership, mutual respect and empowerment.

The programme formulation and evaluation are integral to the NPOs reasoning behind re-investment and long term relationships. When a community is involved in grassroots communication from a participatory perspective it is important to remember that the communication is to follow the 'ideal speech situation' (Harbermas, 1979:360-375). This includes truth or veracity (accuracy and reliability), rightness (appropriateness of the statement), sincerity (good intentions) and comprehensibility (especially when expressions are used). Therefore, a

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communication programme should address the following when communicating with the community, especially as a NPO (Jacobson & Kolluri, 1999:265-270):

i) Undistorted and reliable information in which the truth is being identified and provided from all stakeholders;

ii) Ensuring the communicator's role is legitimate and that the other stakeholders have participated in the process of development which leads to the rightness to receiving and disseminating the correct information;

iii) The communication is not manipulated by the organisation sending out the messages thereby ensuring sincerity, clarity and truth in all details of the messages being released to and by the stakeholders; and

iv) Does the community comprehend what is being said, thus has it been explained in their own language, using their own idioms and is it culturally sensitive which allows the comprehensibility and understanding to be uniform amongst all stakeholders?

Communication amongst stakeholders is required to be honest, correct, factual and explained to all stakeholders involved in a clear and concise manner. Each member within a society or group is required to understand the messages being transmitted to them and the stakeholders are to decipher the replies received from the community and ensure a mutual understanding has been reached. According to Estrella (2000:3) PM&E has increased in popularity because of several factors:

i) Performance based accountability which can be quantified and identified;

ii) Growing demand for increased accountability and demonstrable impact due to the increased scarcity of funds;

iii) Increased authority to lower levels of government, requiring increased transparency and improved support;

iv) Allowing the NPOs and NGOs to have increased capacity in decision making and implementation of the development process; and

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v) Participatory programmes are proving an increase in positive results based on issue identification, resolution, programme design, monitoring and evaluation.

From a community's perspective there are various ways to participate in community media (Krohling Peruzzo, 2004:140-147), namely:

i) The passive participation as a receiver of messages and thus they build the audience without the audience actively participating and interacting.

ii) Physical participation in the message through providing an interview, whereby an individual requests music, but plays no role in decisions regarding the editing and transmission of said music or message.

iii) Participation in both production and dissemination of messages, materials and programmes which involves a more interactive, participatory approach to media usage and communication.

iv) Participation and planning in which they form part of the setting up of the communication mediums policies, development of media and programme format plans, developing management objectives and principles. The individual becomes a primary contact point and source of information from the conception of the message to the dissemination of the message.

v) Participation as a part of management involving administration and control over communications mediums.

Consequently, community communication has the potential to develop citizenship and build a dynamic relationship between communication and education leading to security and trust.

3.5   PARTICIPATORY THEORIES AND APPROACHES

Participatory development communication emphasises the two-way communication process, moves away from the one-way communication approach involving the

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dissemination of messages, transmitting information or to persuade people to change their behaviour (Bessete, 2004:21). Participation exists in a post-modern era focused on participation and fused realities. Participation and dialogue is contextually bound and the community creates their own reality. There is no modernity image to follow. Theorists in development communication have criticised the modernisation paradigm based on these elements of promoting a top-down, ethnocentric and paternalistic view of development communication. Another concern is that most social movement campaigns are designed and executed in capital cities involving foreign specialists and local elites. In this process the actual community is not involved in the preparation or instrumental development phase of intervention even though they are the targeted community for behaviour change (Waisbord, 2006).

Many theorists believe that the sense of disempowerment is deeply rooted in the fact that targeted populations have not been provided with the opportunity or choice to reject any recommendations or have the freedom to introduce alternatives or modifications to interventions. Subsequently, this has led to the notion of cultural sensitivity (McKee, 1992). The driving force of McKee's argument is that people are supposed to accept foreign knowledge and forget about time-old practices that form the basis of their cultures. Local traditions are thus being forced out with the determination of unanimous acceptance of new techniques, beliefs and methods. Consequently, this invasion of cultural beliefs is believed to be the pertinent reason for most of the failures of development programmes.

Participatory theories have established the necessity for development communication to be redefined. The reason for this drive towards a new definition is based on the different sets of definitions (Waisbord, 2006). The two sets of definitions are characterised by development communication. Firstly, development communication means the systematic utilisation of communication channels and

techniques with the aim of increasing rural populations (from the grassroots) to participate in development and to inform, motivate and train people from the bottom-up. Secondly, other theorists believe that development communication should be human focused and not media centred. Grassroots communication demonstrates that if communication is really to help involve people in identifying a development problem, and understanding its causes, it is required to be culturally sensitive and strategically managed. The grassroots approach starts at the community level. It should also promote horizontal interchange (communication) among community members rather than vertical transmission from an expert to the audience (Bessette, 2004:10). Consequently, it requires there to be a movement away from propaganda theories and a requirement to redefine the understanding of communication.

3.5.1   Communication as social relations

Agunga (1990:138) explores communication as a process of creating and stimulating understanding as being the foundation of development communication and not information transmission, thus communication can be described as the articulation of social relations. Conclusively this can be explained as communication that should not force people to adopt new practices, no matter the beneficial belief, but rather encourage participation and adoption of new information and methods based on the transmission of this new information. McAnany (1981:200-210) identifies the following number of assumptions about information: Information should promote equity between what is gained, understood and shared. Information must not be owned by a superior power or government, but rather be public information with the potential to reach everyone. In the past, information has been sold as a commodity to emerging countries as many manufacturers and management know-how was established in developed countries and sold as a 'recipe' to lesser developed countries (McAnany, 1981:209). Assumptions about various aspects such

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as cost efficiency, feasibility, and change models, change rates, information environments of the rural poor, political constraints and technical constraints have been based on these studies from the developed countries and do not necessarily apply to an emerging country.

Cost efficiency brings about the debate that mass media (radio and print) is a cheaper alternative to using human beings as verbal communicators who take longer to potentially reach the same number of people that mass media can. Feasibility is often described in terms of a plan or strategy sounding good on paper, but it usually involves the strategy being realistic and feasible which in turn requires that all the benefits of increased information actually be achieved or will they be required to restructure the strategy. Using one 'sample' strategy that has worked in another situation, it should point out the specific situation and goals that the specific strategy tried to reach and then the goals and circumstances need to be matched to ensure the same information and strategy can be used. The change model has been said to address technical issues of development and ignore the political issues some communities might experience. Information is thus required to address both the political and technical aspects of development and behaviour change. Change rates (both internally within the communication and externally with the environment and community) make the necessity for information or education to be correctly approached and adapted to suit the rate of behavioural change and acceptance. This is closely related with the concept of trust, as change and true dialogue among participants will only occur when trust is established and maintained.

3.5.2   Information society

The most advanced developed countries in the world have been dubbed the information society. Information has a positive role to play in developed countries as it can contribute economically, whereas in an emerging country information can

have a negative and direct impact on the country. Messages focusing on consumerism have a greater impact on poorer members of the population than in developed countries. This encouraged participation and the new definition and understanding of communication has formed the central theme in studies and arguments addressed by Freire (1970). Freire's participatory approach has been identified as the main challenge of dominant conceptions. Freire substantiates this thought by arguing that development programmes fail (have failed) to educate people because these programmes have been focused on persuasion and are thus forceful and coercive in nature. It is forceful because this does not allow the person to have options, but try to force local populations to accept Western (and foreign) ideologies without ever looking at how these practices fit into their local and existing culture. Subsequently, this view of persuasion has been termed as an authoritarian view of development communication.

Freire's (1987) solution to this problem is based on the concept of liberation using communication as a dialogical and participatory approach (the dialogical pedagogy). Dialogue is an intentional process in which the only agenda or goal from both parties is to understand what it is like to be the other (Griffin, 2006:53-57). Consequently, Freire explored the goal of communication as conscientization (free dialogue) which prioritises the local cultural identity, trust and commitment. Communication should thus provide a sense of participant ownership through the sharing and reconstruction of experiences. Information and thus education is not a transmission from the knower(s) to those who lack information, but rather a mutual and participatory exploration of the world. Through developing shared meaning facilitated by participation, shared leadership is then established through dialogue which motivates togetherness and coherent action (Ellinor & Gerard, 1998:38). Shared meaning precedes and leads to action which is initially established through participative thinking. This shared meaning is established through communication which is defined as the message transaction between participants. These

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participants have mutually agreed upon interaction and the environment facilitates feedback (Hanneman, 1976:24-25). Thus, information and the sharing of information leads to the facilitation of a shared meaning and understanding.

Participatory research became an established and powerful tool for development workers. The reasoning behind this is because it is a powerful way of making change in complex situations and it is used to facilitate community members' greater participation in decision-making. Thus Laws, Harper and Marcus (2005:49-61) summarise this argument by stating that participation is a partnership process. Communication or a communication relationship signifies and pre-supposes the relationship which produces an interaction involving co-knowledge (Freire, 2006:6-8). Subsequently, Giddens (1991:29) explores communication which is believed to be a general element of interaction, as it is an inclusive concept. By being inclusive, it involves the active participation of individuals, and through this interaction they can establish a shared meaning or understanding of their worlds. This shared understanding of the world's needs is to occur between the NPO, the community and the stakeholders (donors, sponsors and financial contributors from the community) in order to facilitate the gateway for sustainability. Achieved through a sender and receiver relationship which is continuous and bi-directional roles are established for example when the sender becomes the receiver and the receiver the sender.

3.5.3   Authentic communication

Authentic communication can be described as a communication scenario where communication is symmetrical and based on a relational scheme. There are conditions governing and facilitating the communication process so that each participant gives the time to listen and then is provided with the time to speak. It can thus be stated that communication aids in creating mutual understanding and

establishing a goal to which individuals can strive the outcome of the symmetrical communication process. According to Rosario-Braid (1979:36) within the dialogical process, communication occurs in the context of openness, trust and authenticity. Dialogism portrays a conversation as an intrinsically social and collective process where the speaker is dependent on the listener as a co-author of the process (Linell, 1998:24). Thus both parties are involved in sense making activities.

The challenge involved in understanding the evolution of communication and the importance of dialogue is explaining it in the most simplified manner as possible. Berlo's (2006:3-5) explanation of dialogue seeks to create a basic understanding of the entire process and to highlight the fundamental characteristics. The exploration of the changing nature of communication through the uses of media in connecting with the mass population indicates its importance. In understanding the process of communication, it becomes evident that the elements involved are required to be understood. The ideas of signifiers and the signified are to be defined thereby ensuring the process of communication is understood. To start at the basic concepts of communication first, a word is defined as the key which is designated to be associated (by the receiver) to a specific meaning that the sender desires to communicate (Berlo, 2006:3-5). Various media can be used in the process of communication, namely telephone, radio, SMS, Twitter, Facebook and cinema for example. These channels have been described as artificial channels as the natural channel used to communicate with the individuals is usually described as the body parts involved in the communication process. All communication processes thus involve the most basic element, the human being (Muller, 2006). The human being is identified as the primary element in any communication process, even if an artificial medium (such as television or radio) is being used. Subsequently, it can be said that signs or signifiers are the primary (direct) carriers of direct meanings and the media communication channels are the secondary carriers. Communication media can be used to create a relationship and inform people.

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3.5.4   The two dimensions of dialogue according to Freire

Freire (1987:44-48) explores the two dimensions of dialogue, namely reflection and action. The relationship between the two are inextricably linked that if one element suffers in the slightest, the other element is also affected negatively. Freire (1987:87) offers a definition of dialogue as: "the encounter or interaction between people, mediated by the world, in order to name and understand the world". Dialogue can be defined as an existential necessity which involves one individual establishing their needs and making them known and the other absorbing them, but rather an exchange of ideas and establishing new meaning. Dialogue according to Freire (1987) is an act of creation established for the liberation of humankind. True dialogue cannot exist unless the parties involved in dialogue are engaged in a process of critical thinking, which involves transformational thinking rather than being a static entity. Without dialogue there is no communication, and without communication, there cannot be true education. Within this study, dialogue should occur between the NPO, stakeholders and the community. This was illustrated in Figure 2.2 (p. 57).

Freire (1974:30-33) explains that although change in an emerging country is essential in order to reduce the vast difference between rich and poor, and that it involves the masses, mass communication should rarely be used. The reasoning behind this is because it does not address the individual needs of the community or facilitate a dialogical or feedback process (Freire, 1974:30). However, mass mediums and mass communication can be used as a tool to maintain the idea of top of mind awareness so that the majority of individuals can be reminded of the goal of the behavioural change process. It should be understood that the communication tools are used to attempt to change behaviour of the underdeveloped individuals needs to complement their preferred choice of medium. This can only be established through dialogue and communication, and participation and interaction with these individuals. Participation is indispensable to the development of democracy. When attempting to redirect educational practices the goal of an authentic democracy

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cannot ignore the paternalistic cultural traditions or the new conditions of the transition (Freire, 1974:31).

Thus, Freire (1974:33) explains that in order to learn new social and political responsibility (the root to behaviour change) the individual should experience the responsibility before the behaviour change can follow. Transition occurs in an environment that can facilitate change and behavioural change through trust. This leads to individuals being able to identify with their reality in a systematic way. The dictation of ideas is not the answer to facilitating change, but rather through dialogue, participation and interaction. Freire explains that dialogue is horizontal communication and involves intercommunication. The two elements (or more) involved in the dialogical process are engaged in a joint search for a specific outcome or goal. In order for communication to occur and the exchange of information to occur, trust is to be established and dialogue created. The current study seeks to illustrate the importance of dialogue occurring between three elements (NPO, community and stakeholders) in order to reach the ultimate goal of sustainability. Freire (Gray-Felder, 2006:xxiii) explains that respect is required to be collective among the people involved in dialogue or communication, and parties should be seen as all being equal. The goal is to raise collective consciousness to build trust in order to change or to transform reality. This is done in a systematic process as described by Freire (1987). The transformation of reality can best be described as a participatory paradigm which is based on the premise of universal participation in decision making on matters of public interest and in the process of implementing national goals. Heidegger (as cited by Freire, 1987:40), defines authentic communication as communication that is based on a symmetric relational scheme, with parity of conditions between sender and receiver, and the possibility of one hearing or giving ear to the other. Consciousness and common understanding can be explained as something that is generated through the social practice in which people participate (Freire & Macedo, 1987:47). It relies on the interaction of individuals

which is established socially and established through the process of education. Dialogue can facilitate learning and the challenge to discover new information and become more aware and conscious of issues. Consciousness allows the world to be analysed in terms of other people and other consciousness that individuals create for themselves (Freire & Macedo, 1987:48). Through making potential stakeholders aware about the HIV/Aids issues and the need for the HIV/Aids NPOs, sustainability can begin to be established as new stakeholders open the door to new sponsors and donors.

3.5.5 The use of dialogue to establish a common understanding

Dialogue involves the creation of common understanding (territory) between the parties involved in the communication process. The relationship becomes reciprocal and strives toward a common goal of sustainability. According to Merleau-Ponty (as cited by Pasquali, 2006:7) "a relation of dialogue or authentic communications is recognised in that a person who is the object of discursive address 'talks back' by virtue of a coherent and irresistible impulse (which Renouvier would have called 'normal vertigo') that tends to reduce the alien logos to dia-logos between equals, and bring them to realisation". It should be noted that the importance of dialogue is thus focusing on the relationship between and the communication relationship which is occurring between equals.

Communication facilitates the ideas of co-knowledge and co-existence as two elements which should be established when partaking in a communication process or dialogue. According to Ellinor and Gerard (1998:16) as participants move through the stages of group development, dialogical qualities are experienced, such as respect for one another, deep listening, and one person speaking at a time and through this goal mutual understanding can be attained. This indicates the cyclical

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process of communication involving feedback to produce a common, shared understanding and the whole or partial fulfilment of the communication process.

Freire (2006:39-43) describes a new institution of popular culture, namely a culture circle. The elements of this culture circle can be described as having facilitator instead of a teacher and in which dialogue replaces lectures and most importantly group participants instead of pupils. To facilitate behavioural change in the form of education, Freire (1974:45) explains that the following methods can be implemented. Firstly, establish and maintain active dialogical and critical methods of stimulation. Secondly, change and adapt the programme content of the desired education. Thirdly, use techniques of codification and breakdown. Dialogue is established through someone, with someone and about something. The content will thus require focus on the new proposed content for behavioural change to reach new stakeholders who can interact with, support, be ambassadors to others and aid the NPO in reaching the goal of sustainability. Culture is established and embedded in behaviour through human experience and thus becomes a challenge to many as it is part of their being.

3.5.6   The impact of culture on dialogue

Culture can be described as an intimately connected process with social relations (class relations and class formations), sexual divisions, racial structuring and age oppressions involving power and producing asymmetries in the abilities of individuals to define and realise their needs, and it is neither autonomous or externally determined (Macedo, 1987:51). Thus, it can be argued that all education or information is to be culturally sensitive as individuals are initially reluctant to change and even more so if the change or the process of dialogue or communication does not suit their cultural beliefs or ideals.

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The facilitator of dialogue must be aware of the social class distinction (Freire & Macedo, 1987:52). Individuals are reluctant to receive information or a change of behaviour endeavour from a member of a different (usually higher) social class. Participation involves the process of involving the individuals with both what to produce and for whom. Individuals who find themselves in a process of information with the intent to change behaviour is to form part of the decision making process to a certain degree. The element of trust is required to be established so that true dialogue can occur. Dialogue consists of various elements such as discipline, determination, directiveness and the role that objectives play in a dialogical process. Each element is equally important in the creation and establishment of dialogue and each element is interdependent. Subsequently, Freire's (1987) model(s) propose a human-centred approach rather than the more common diffusion model of being sender focused. Thus the value of communication has been shifted to the importance of interpersonal channels of communication in decision-making processes at the community level. Okunna's (1995) studies showed that preferred interpersonal communication channels are namely face-to-face communication rather than one-way (mass media) communication. The underlying argument for this approach of face-to-face communication is because the media is seen as foreign to the developing communities, thus they could be used as facilitators of dialogue, but not the primary tool of communication and information dissemination.

The argument stemming from face-to-face communication is that communication should thus be community-based and focus on songs, radio and other group interventions which could aid the communities in identifying common problems and solutions and thereby focused on community issues (Hamelink, 1990). This relevance of other media has elevated development communication from the large media stimulus-response notion to new ways of understanding interventions, thereby establishing the opportunity for participation to occur at different levels. The

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112

movement of participation shifted from the modernisation view (voting in electoral politics and parties) towards a democratic view of participation (Waisbord, 2006).

3.5.7 The evolution of communication to facilitate dialogue

Communication has developed from a vertical (knowledge placed in domain of experts) to a horizontal flow of communication. The flow of communication and information resulting in decisions made affecting peoples' lives has predominantly been a hierarchical structure which focuses on passing the information down and facilitating no path for feedback or questions. Thus, the role of objectives in this process is one sided or managerial based. This structure is now being opposed by the communities involved in development schemes as they have the right to free and fair dialogue and to be informed and included in all decisions that have an impact on their lives. Gerace (in Gerace & Lazaro, 2006:62-71) explains that there are two forms of communication, namely vertical - and horizontal communication. The role of communication is to openly communicate to individuals (by means of media or face-to-face) so that issues and topics can be addressed as a whole. Participation is then encouraged through the media to become involved and to be a part of the change process. Hanneman (1976:226) explains that horizontal communication is a flow of communication between peers or equals which is less likely to be distorted because of the homophilous (alike personal characteristics) and similar frames of reference. The vertical flow of communication is potentially more threatening and informal as it is authoritative in nature. Thus a mutual superior is to be identified and should be an individual who accepted the authority and is accepted by the community to facilitate communication and share information. This brings about the advantage of the community not fearing the idea of freedom or the achievement thereof. Participation is necessary to ensure that the members of society and those involved in development communication realise that they have dignity and they should express themselves and say their say.

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Altafin (1991) supports this horizontal communication development by explaining that participatory communication encourages participation, stimulates critical thinking and stresses processes rather than modernity's notion of stressing an outcome. Kavinya, Alam and Decock (1994) explain that communities should thus be encouraged to participate in decision-making, implementation and evaluation of projects. Thus, empowerment is only possible if community members can reflect on their own behaviour and experiences and thereby identify the reasons for failure or success (Bradford & Gwynne, 1995; Purdey, Adhikori, Robinsen & Cox, 1994).

3.5.8 Critique of development communication

Although there seems to be a large movement toward participation and dialogue various theorists (for example Waisbord (2006) and McKee (1992)) have argued that there are negativities or critiques of development communication which should be duly noted as this study can be affected by these critiques. Waisbord (2006) argues the following:

i)   For prompt resolutions of problems, the slower grassroots approach should be avoided.

ii) It has good long term opportunities, but what about urgent short-term issues?

iii) Freire's dialogical communication is based on group interactions and thereby underplays the role of the mass media.

iv) Too little attention has been paid to all the uses of mass media in the participatory settings.

v)   The issues of non-democratic societies could be wary to participate due to a fear of retaliation.

vi) Manipulation instead of participation could occur.

vii) Members might not be interested in actively participating or playing a role.

viii) More based on coercion than participation.

114

In line with this McKee (1992) argues that i) on all stages of development, participation does not have similar relevance, and ii) participation is limited to instances that depend on decisions made previously, therefore true participation is limited.

Consequently, participatory approaches are to be sensitive to the potential convenience of short-term solutions because participatory recommendations can be seen as manipulative; translate participatory ideas into actual programmes; communities can be disinterested in democratic decision making and recognise that communities may not be harmonious and participation can deepen divisions of co-operation and consensus (Servaes, 1996; & Waisbord, 2006). McKee (1992) offers the following solutions to these negativities mentioned, by explaining that projects should take place between communities and organisations and agencies that already have established linkages of communication and interaction.

3.6   SOCIAL CHANGE

Firstly, a brief historical overview of what trends have changed to encourage social change through the use of social media will be given, followed by a discussion on development communication, media usage and Freire's (1987) dialogical approach.

A NPO exists to bring about social change and aid to communities in need. Communication, and more specifically communication theories have evolved over the past few decades to bring about communication that encourage social change and development, especially in developing and emerging countries. Consequently, the emphasis was now on new social movements occurring through the dialogical process of communication to ensure identity formation with the community

members to encourage transformation and self-action. This required the methods of communication and types of media used to be re-evaluated.

Open questions posed to the NPOs
• What information is required to define the parameters and details of the community's communication system? • What media channels or combinations would meet the community's needs? • Who can make what media available to it, at what cost, for what purpose?
Purpose of the questions
To identify the how the communities, prefer communication. Usually with the grassroots communities the NPOs need to establish a relationship with the community elders before they can even begin to help the community or to communicate their desire to aid the community. The elders have many set rules, regulations and pre-requisites that need to be followed, or identified or discussed. The elders of the communities still hold the power within the grassroots communities and they have the power to allow for the NPO to enter and help them or reject their help.

3.7 MARKETING AND COMMUNICATION IN NPOS

Due to communication and technological developments during the past decade the media and technology sector has grown significantly within South Africa, thus NPOs can now use the internet, social networks and mobile phones to connect with and instantly disseminate messages all over the world to all their stakeholders. Although the internet in South Africa is not available to all the members of society (especially the poor), most people in South Africa have cell phones (Coalition of Civil Society Resource Mobilisation, 2012:19). Many NPOs understand the concept of marketing

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and communication as one and the same thing; this could be the first issue that can cause the demise of the NPO. Williamson (2009:2) explains the fundamental difference between these two functions is that effective marketing begins with the audience the organisation wishes to address concerning their needs and communication appeals to one's mind (head). In order for long term sustainability to occur within a NPO, marketing and communication should be intertwined to achieve its goal of sustainability. Communication should occur to inform stakeholders, communities, and for-profit organisations about their plight, mission, vision, goals and needs. Marketing occurs to encourage fundraising, mission impact and building of the NPO as a brand.

Marketing and communication of a NPO is a matter of survival (Williamson, 2009:2). For any campaign or mission to be successful marketing activities are to occur. The challenge facing NPOs however is to be able to answer the question 'what do you do' in the most interesting and compelling manner to entice your supporters, donors, sponsors, volunteers and stakeholders to take action and/or donate. It is important for a NPO to understand that its team consists of programme staff, receptionists, volunteers, donors, sponsors, supporters, communities, and board members (Williamson, 2009:3). All these entities and individuals should work in unison to provide one strategic communication campaign that has one goal – sustainability.

South African civil society, of which NPOs form part, is facing a funding crisis due to the decline in international funding, leadership and identity changes and the apparent unwillingness of the government to meet its responsibilities in this ever growing sector (Coalition of Civil Society Resource Mobilisation, 2012:5). NPOs, which represent 30% of social services in South Africa, received R3 billion less to spend from international donors because of the economic recession (The giving organisation, 2012). This has led to the necessity of NPOs to focus locally on

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government and domestic sources of income to generate funding as approximately 500 000 needy South Africans (mostly women and children) are now facing even more despair. Effective organisations take advantage of both marketing and communication which leads to the cultivation of donors, impressing the policymakers and raising awareness about their issues (Williamson, 2009:4).

The primary goal of any NPO is sustainability and this can only be achieved through consistent funding. Fundraising will not be sustained by NPOs if they adopt the 'grabbing the cheque and run' attitude (Department of Social Development, 2001:17). Fundraising is often a core component of marketing and communications, however not all the fundraising material (for example brochures, posters, and pamphlets) translate in to money raised (Williamson, 200:6).

Maintaining long term relationships and holding onto the friends and supporters requires the NPO to keep these individuals informed thereby converting them into loyal partners in the NPO programme (Department of Social Development, 2001:17). According to Habib, Maharaj and Nyar (2003:38), the increased and stringent funding criteria demanded by donors and for-profit organisations (accountability, transparency and financial self-efficiency) has led to the focus being shifted from the NPOs communities and member in need to satisfying the paper work demand from these sponsors.

3.8 USING SOCIAL MEDIA TO THE ADVANTAGE OF NPOS

"Social computing is not a fad. Nor is it something that will pass you or your company by. Gradually, social computing will impact every role, at every kind of company, in all parts of the world" (Mayfield, 2008). Social media is an effective marketing strategy that is characterised by its low cost, allows people to be

empowered by organisations and others and share the mission and values of organisations (Convio, 2012). The simplest way to define social media is to see it as a new group or kind of online media which share the following characteristics (Mayfield, 2008):

i) Participation:

Encourages contributions and feedback from anyone and everyone who is interested, thereby blurring the line between media and audience. The NPO is able to open discussion forums, comment areas, chat or blogs to encourage instant bi-lateral communication allowing for real-time feedback.

Application to Figure 1.1 Core partners in sustainability

The NPO is able to receive instant communication, questions, discussions, concerns, requests, etc. from the community which can then be quickly addressed and communicated to the sponsors/donors allowing for real-time feedback and strategy adjustment should be it be required. This openness of participation and interaction allow for a more purposeful and meaningful relationship to be established and maintained between the NPO, the community it is serving and the sponsor/donors involved in making the changes possible.

Application to Figure 1.3 Interaction of each system to aim for sustainable management

The four main stakeholders within the process need to encourage participation between the ever-changing environment, stakeholders / donors, NPO and the community. Through the participation and open communication, change can be adapted to and the state of sustainability can adjust accordingly. The change required by the NPO and ability to adapt to the community through participation allows for the sponsors/donors to become aware to the change in needs within the community they are involved with allowing for a more strategic process to be

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followed. Communication can thus be strategically managed.

ii) Openness:

Openness allows for feedback and participation which are encouraged through voting, comments, and sharing of information. This allows for the rapid sharing and spreading of information between current and potential consumers who are viewing others' statuses, discussions or comments, especially seen on Facebook.

Application to Figure 1.1 Core partners in sustainability

If one looks at the power of media and how quickly information is spread on the social platforms, Facebook being one of the largest in South Africa, the need for a relationship to be transparent and open is essential to any NPO and corporate's survival. Messages, complaints, surveys, etc. can be spread to thousands if not hundreds of thousands within a little as a 24-48-hour period. The need to be responsible and open is essential to the long term sustainability of an NPO is essential.

Application to Figure 1.3 Interaction of each system to aim for sustainable management

Openness between the environment, community, sponsors/donors and the NPO allows for reaction times, adjustments to campaigns, feedback loops and honest open partnerships to form. This encourages investment not only financially but from a community as well to encourage more growth, social change and community development. The openness of relationships on social media can immediately inform all 4 stakeholders as to what is occurring, being requested, being questioned, complained about, etc. This allows for real-time action to be taken.

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iii) Conversation:

Conversation opposes the traditional broadcast sense of media, it has now opened the gateway for conversations to take place. Conversations can now occur between the NPO and the community as well as real time conversations between various community members. This allows for instant feedback, ideas to develop and transpire and the NPO to act immediately upon a concern, discussion thread or message.

Application to Figure 1.1 Core partners in sustainability

Conversations are a pre-requisite to a good foundation of a partnership to occur between the NPO, community and sponsors/donors. Conversations allow for the views of each stakeholder to be listened to, taken in to account and then action can be taken accordingly.

Application to Figure 1.3 Interaction of each system to aim for sustainable management

Conversations within and between the 4 main stake conversations between the businesses, individuals, nature and organisations needs to be constant. As nature is affected those activists will communicate their needs, desires and upsets with the relevant businesses, individuals and organisations who in turn need to begin a conversation with the stakeholders / sponsors, communities and NPOs so the relevant changes can be implemented to ensure long term sustainability is not hindered or too badly negatively affected.

iv) Community and new communities:

These can form quickly and they can begin to communicate effectively. They are created on common interests, needs, and concerns. Through sharing the NPO pages on social media sites people connected can view what NPOs and concerns their online community follows and subsequently share their views,

increase the viewership of the NPO through sharing or partake in the online discussions.

Application to Figure 1.1 Core partners in sustainability

It is becoming increasingly easier to create new groups, discussion forums, etc. on social media. In South Africa Facebook is widely used. The pre-requisite to stay abreast of as many of these that can affect the sponsors/donors and the NPOs serving the communities is important. Generally, these organisations are "tagged" in the discussions to allow for their responses to be evident. This allows for the instant feedback to be encouraged and maintained. By "tagging" the organisation they should not require someone to continuously search for these statements, complaints, etc. as the tagging instantly notifies the relevant stakeholder. One needs to be aware of the ability of a negative comments, etc. to spread virtually instantly across thousands of platforms and worldwide quickly, so the relationships, participation and openness are essential in these new communities being established.

Application to Figure 1.3 Interaction of each system to aim for sustainable management

The NPO has the ability to reach previously unconnected or unreached potential stakeholders who either can contribute intellectually, finically or simply spread the news of needs and requirements. By communicating the NPO on other communities the individuals who actively take an interest are able to share it on their profiles and their platforms to create new or renewed interest and keep the NPO top-of mind.

v) Connectedness:

This can be described as follows: most people are deemed as social beings and desire to be connected to others thereby sharing sites, resources, images, and people. Sharing of information and becoming a part of an online

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community is easy on Facebook and Twitter, thus the desire to belong and share allows for these connections amongst people who have common concerns, ideas, beliefs or understandings. Sharing NPO information online using these mediums can allow for one's connectedness with previously unknown people to increase rapidly, thereby building a larger community to interact with.

Application to Figure 1.1 Core partners in sustainability

Connectedness on social platforms can now transcend from being merely connected to people we know to being connected with communities, organisations and NPOs. This allows for people to feel socially invested in causes that they wish to be a part of but can only invest some type of skill, a small amount of money or merely volunteer to help the organisation time wise.

Application to Figure 1.3 Interaction of each system to aim for sustainable management

Connectedness between the 4 stakeholders allows for the community to feel a part of a bigger achievement of change and social development. The environment becomes more connected with communities to allow for them to adapt and change accordingly. The NPOs can connect with communities on the grassroot levels, connect with more sponsors/donors that have the same interest or passion as they had to allow for the "birth" of the NPO. The community can establish a better and deeper relationship with the NPO and sponsors/donors to strengthen their connectedness and fulfil their need to feel socially connected to people, companies and their environment to bring about positive change in their community.

According to Convio (a Social Services team passionate about NPOs), social media has become increasingly popular for all NPOs no matter their size (Convio, 2012). It provides a collection of technology tools that can facilitate interaction and

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conversations amongst followers and it consists of social networks (Facebook), blogs, micro-blogs (Twitter), video sharing, photo sharing, bookmarking, location services and online communities.

3.8.1 Social media's impact on NPOs

Many NPOs in South Africa might not be familiar with the benefits social media can have on their organisation as they have always functioned as traditional media type organisations. Many poorer communities are not privileged enough to have access to for example computers and/or cell phones so to target the community members via social media is not relevant. However, targeting the stakeholders who can invest time and money in the organisation and have access to the social media available, the plight of the NPO can spread. Social media is all about connections and the multiplier effect. For NPOs this is crucial as these tools will help build relationships by appealing to the personal interests and emotions of supporters and stakeholders, thus creating new bonds or re-enforcing existing bonds (Convio, 2012). This will allow for every supporter, advocate, donor and stakeholder to have access to information that the NPO and its supporters share, thereby increasing the transferring of the information to potential supporters via their contacts.

3.8.2 Key benefits of social media for NPOs

It is important to understand that social media is not the 'get rich quick' magic answer to funding. According to Convio (2012) it merely provides the opportunity for the NPO to reach new stakeholders who can in turn spread their information and plight to others. Ten key benefits have been identified for NPOs by Convio (2012), which have been adapted in to guidelines that NPOs can follow:

i)   Learn and identify what the NPO's supporters are saying as well as sharing about the organisation.

ii) Traffic can be driven towards the NPO's website, blog, and Facebook by using various web properties.

iii) Improved results on search engine result pages.

iv) Drive visitors to online donation pages.

v) Enable supporters to share and distribute the NPO's plight and messages through their chosen social communication preference.

vi) Empower the most passionate and influential supporters and stakeholders to promote the NPO.

vii) Enable grassroots movements in real-time and the NPO can respond to unforeseen events in real-time.

viii) The NPO becomes humanised through the interaction and participation.

ix) New contacts are established which build the NPO's e-mail house-file for newsletters.

x) Loyalty and trust are established with the stakeholders and supporters as the NPO have created a platform for people to voice their opinions and receive feedback through these forums.

As mentioned before, the growing concern in South Africa is that of the sustainability of NPOs. According to SANGONeT 85 000 NPOs were registered in March 2012. In 2016 alone over 36488 NPOs were de-registered by the Directorate for NPOs. More than 35 000 were deemed as non-compliant. Even though so many de-registrations occurred, many new applications were present to replace those removed from the database. Evidently it shows the growing number of NPOs yearly, yet the economy is slowing down and companies are donating less. In order to generate new awareness or simply remind stakeholders and donors the NPO exists, social media can be used. However, it should be strategic in its intent. This can be achieved through focusing the communication on one of the following three objectives, as outlined in Table 4.3:

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Table 3.3 Key objectives of a NPO and social media intent

Objective	Goals and intent	Management and sustainability
Building awareness	• Identifying and understanding the perception of the NPO amongst supporters and stakeholders. • Identifying detractors. • Being a more responsive NPO on a regional, local or individual level. • Establish, build and maintain more meaningful relationships through providing the most important and useful information online. • Establish your NPO as an expert resource and information provider.	• Ensure you have focused on the alignment between the NPO goals and the social media objectives. • Include all detail to show thinking and choices made. • Have measurable objectives. • Compare to similar NPOs to determine success rate. • Accentuate and understand the deeper benefits these campaigns can have with supporters and stakeholders to lead to long term sustainability.
Driving action	• Empower supporters to create content for your organisation. • Drive traffic towards your organisation's web properties. • More funds can be raised by leveraging the peer-to-peer nature of social media. • Grow your e-mail database through supporters pledging on sign ups.	
Advancing engagement	• Enable your most passionate supporters to spread your information on your behalf, thereby amplifying your marketing efforts. • Leverage influential supporters to drive action around your campaigns. • Mobilise supporters to take specified action in times of crisis or timely issues. • Organise volunteer efforts in emergency situations.	

(Source: Adapted from Convio, 2012)

3.8.3 Developing social marketing campaigns for NPOs

NPOs can be advised to use the ten critical steps identified by (Kotler & Lee, 2002:96-366) and apply them. These ten steps will be briefly addressed below.

(i) Background, purpose and focus of campaign

Identify who are the sponsors? Why are they doing this? What is the social issue to be addressed? Which population will be targeted and why? Strategic communication between the stakeholders requires for the stakeholders to

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126

have common grounds within which to form a partnership to address a particular community need through a NPO. The strategies and goals need to be aligned in some manner to ensure a vested interested from all stakeholders, thereby increasing the opportunity of log-term sustainability of the NPO that is serving the community and long term investment from the sponsors/donors .

(ii)   Situation analysis

Conduct an internal analysis of organisational strengths, weaknesses, opportunities and threats (SWOT). Compile a literature review and environmental scan of programmes focusing on similar efforts. Identifying what the activities and lessons were learned. As many NPOs are established because of an individual's or group's passion to help a community, they need to have identified their SWOT's as they are competing in an already saturated NPO environment with very limited resources across the board.

(iii)   Target audience profile

Profile the audience according to demographics, psychographics, geographics, relevant behaviours, social networks, community assets and stage of change. Determine the size of the target audience. Each community has their own profile that an NPO needs to ensure they are familiar with. Within South Africa the diversity of cultures, beliefs and environment play a role in the relationship established with the NPO and what the community will and will not allow from an integration perspective. For example, the leaders of a community in some instances play a vital role in the acceptance of assistance from external institutions such as NPOs.

(iv)   Marketing objectives and goals

Campaign objectives: targeted behaviours and attitudes (knowledge and beliefs). Ensure the goals are SMART goals (specific, measurable, achievable, relevant and time-bound changes in behaviours and attitudes of the target audience chosen). The goals of the NPO and their marketing strategy need to be customised to the specific community they wish to serve so that the

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127

relationships that are formed and maintained are strong and can be continuously strengthened. In many instances NPOs have one opportunity to introduce themselves to a community and within that instance they need to establish good communication to build a relationship. It cannot be rushed or forced as some communities may reject the campaign all together.

(v) Factors influencing adoption behaviour

Determine the perceived barriers to targeted behaviour, potential benefits for targeted behaviour, competing forces or behaviours and influence of important others (community elders for example). When an NPO approaches a community, it is important to understand the community's dynamics and hierarchy as tradition is of utmost importance to most. If the NPO understands the influencing factors, they are able to adjust their strategies and communication campaigns accordingly, thereby increasing the chances of the NPO being able to help the community with their needs.

(vi) Positioning statement

Describe how the NPO wants the target audience to see the targeted behaviour, its benefits relative to the alternatives offered and the goal of the NPO to help them. From the onset, this is important, as penetrating a community to address needs is something that needs to be done in a very personal and non-invasive manner. Communities are aware of their needs, however the NPO needs to be sympathetic in the way it is proposed to the community and ensure that the correct processes are followed. Once a relationship has been established the community elders or representatives will be able to guide the NPO in addressing the community and positioning themselves in a non-threating, or non-invasive manner to increase the chances of being accepted to help the community.

(vii) Marketing mix strategies

The use of the traditional 4 P's of marketing to create, communicate and deliver value for the behaviour. Through involving the correct community

leaders or representatives the marketing mix can be adapted to suit the community and have the most impact within that community. It is a process and takes time, due to the establishment of relationships after the initial contact has been made with the relevant individuals or groups, but the adaption of the 4 P's will then be more successful.

Product consists of the core product, actual product and the augmented product. The core product is the desired audience benefits which are promised in exchange for performing the targeted behaviour. The actual product is the basic features of the product, for example: HIV/Aids testing and anti-retroviral treatment. The augmented product is any additional objects or services which will help perform the behaviour and/or increase the appeal to the community to take part in the campaign.

Price can be described as the cost associated with adopting the behaviour. They include time, money, physical effort, and possible psychological discomfort. NPOs usually focus on price-related tactics to reduce costs albeit monetary or non-monetary and using incentives or not.

Place ensures that the most convenient location is chosen as many communities are poor and cannot afford to travel far. NPOs usually focus setting up close to or within a specific community to engage frequently with the community to ensure access to products and services. Highly visible and available NPOs are essential to maintain top-of-mind awareness.

Promotion is the use of persuasive communications highlighting the product or service benefits, features, price and ease of access. What are the messages, who are the messengers, how can the strategy be created and executed, what media

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channels are used and are there any other promotional items? This is a costly venture for the NPO, thus all stakeholders involved are required to be a part of this.

Through developing a campaign that has integrated marketing and communications plans with focused and measurable goals, clearly identified target audiences and with a disciplined focus, the NPO can ensure that money is only spent when it is necessary to be spent and on effective campaigns (Williamson, 2009:10). The NPO is functioning with only a fraction of what for-profit organisations use in their campaigns, thus to be successful and impactful they are required to be disciplined and develop effective communication strategies especially in the public health sector.

3.8.4 Social marketing for public health

Public health has several distinguishing features according to Merson, Black and Mills (in Cheng, Kotler & Lee, 2009:4). Prevention is the primary intervention strategy, it is grounded in a broad array of sciences, social justice is at its core and it is linked with government and public policy, thereby having a strong impact on the NPOs in the country. Social marketing has been used worldwide in solving public health problems and therefore it has become part of the 'health domain' (Ling, Frankiln, Lindsteadt & Gearon, 1992:360). It has offered the public health professionals a more effective approach to developing strategic communication campaigns which promote healthy behaviours (Coreil, Bryant & Henderson, 2001:231). For NPOs to reach sustainability within a volatile economic climate, the necessity to partner with various stakeholders is essential. The partnerships a NPO creates should include partnerships in the private sectors, government, media organisations, local communities (online or physically based there) and with individuals and volunteers (Cheng *et al.*, 2009:8). Social marketers usually partner with NPOs (local, national or international levels), private sectors (funding and sponsorships), government, media

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organisations, local communities and individuals (volunteers) in order to tackle the health issue and actually make a significant dent.

3.9 CONCLUSION

As previously stated, the focus of this research is to reach sustainability of a NPO which has the potential of being achieved through the combination of two strategies from two different theories, namely from the marketing and advertising theories and Marxist theory. These two approaches differ somewhat and are to be explored. It should be understood that in order for a development process to be successful it requires community members' participation and encourages the articulation of problems and needs which is dependent on human dialogue and interaction (Rosario-Braid, 1979:36).

On the one side of the spectrum, advertising is all about the transformation through persuasion of ideas, values, habits and lifestyles. Through the use of marketing the NPO can reach donors, sponsors and other potential stakeholders and make known their plight, goals, needs and strategies. This can then lead to new relationships forming which can in turn be maintained to achieve long term support to lead to sustainability. Thus it can be understood that development communication and the desire to change certain behaviours and attitudes is not a new concept.

The differing factor of development communication is that the venue of its action as well as the purpose it serves differs from the role and use of advertising. The purpose of development communication is to simply advance development in a country or region that is underdeveloped. The requirement for development communication to occur as well as for the actual development process to begin would involve motivating and skilling previously unskilled masses, who are illiterate

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(or of low literacy) and have bare minimum income with the accompanying socio-economic attributes which are to be achieved in a very short period of time (Waisbord, 2006). Moreover, the bottom line of development communication is focusing development of the masses itself. Motivation can be identified as the key element in development communication as the masses are to be inspired to change behavioural and attitudinal aspects of their lives (Quebral, 2005:55). It is audience orientated, a non-purposive record of facts promoting development at all levels, it seeks to influence and persuade masses and presents various alternatives of reaching behavioural change. It should be noted that the communication strategies and materials to achieve these changes are to be readily available and easily accessible. Development communication's primary process is to engage in behavioural change focused on SMC strategies.

Social marketing communication is the broad scope of development communication, within which dialogue and the dialogical-participatory process has been established and evolved. Development communication is deeply rooted in the idea of participation and SMC within the idea of addressing pressing social needs, to overcome health hazards and child diseases, and deaths. The Participatory development approach, as cited by Davids *et al.* (2005:107), is an approach which refers to *engagement* as being a part of the *self-sustaining* element of the participatory development approach (humanist approach). Engagement can occur through dialogue and communication.

Dialogue has been lacking in the previous attempts of SMC and establishing behavioural change. It has become a focal point of the new participatory approaches and processes. Learning can only be accomplished through interaction, gaining mutual understanding through asking questions, through building trust and facilitating true bi-directional communication, feedback and participation between the participants involved in creating the change process and the community who is

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to adapt their beliefs and behaviours. Developed (Westernised) countries push the idea of consumption and drive for materialism and capitalism to sustain and increase economic development and growth. The most important idea is that economic and technological progress is vital and consequently drives development and growth. Increased production leads to increased consumption and thereby influences the economy positively and leads to a richer country with more economic growth. However, this economically focused idea insinuates that knowledge is a privilege of the rich countries and emerging countries have ignorant peasants (Gray-Felder, 2006). This idea of community involvement is closely linked to the diffusion of innovation which has led to the idea of SMC. Marginalised communities have thus begun to experience social and political action due to the emergence of alternative and participatory communication (Gray-Felder, 2006:xviii). The desire is to empower collective voices and behavioural change throughout the communities involved in such a campaign.

Various alternative names have been given to the Dependency Theory such as popular, horizontal, dialogical, alternative, participatory or endogenous communication, all which discuss and explain the same concepts. The central theme or aim of every one of these theories is social change. Elements preventing change and behaviour change (Schramm, 1964:26-28) can be identified as cultural linkage (customs and beliefs), group relationships (work, family and friends), modernisation skills (new skills required to adapt) and implications of mass mediums (counter productivity of mass mediums). One positive aspect for people who live in a mass media culture is that people can forget how much they learn through the mass media and do not realise that they become more receptive to the medium. Thus it can be stated that media can have the ability to report and inform effectively and perform certain essential functions in establishing behaviour change. A participant culture or community needs to be established to create the desired interaction and participation to facilitate change. The mass media can create a climate for change

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and development in emerging countries and establish a desire to create and accomplish personal and national aspirations. Schramm (1964:32) states that mass media seems to have an indirect influence on behavioural change.

The NPOs are realising the importance of SMC and the use of media within their own campaigns and strategies. The sponsors/donors are focusing on NPOs that are aligned to their current strategy. This coalition can create the platform for long term sustainability for the NPO whereby the NPO can adapt its focus to suit the sponsor/donor company's focus while maintaining the relationships and ability to satisfy the community's needs.

In building stakeholder relationships, the NPO is required to understand that each point of contact the stakeholders (both internally and externally) are a valuable communication tool (Uzunoğlu & Kip, 2013:1). Technology can provide the opportunity for volunteer and stakeholder communication, the identification of new donors, the sharing of information and the gathering of new insights.

With the growth of technology and the access to technology having increased in South Africa, the NPOs have the opportunity to interact with their audiences directly, receive immediate feedback, and communicate with and to their targeted audiences.

Social media provides the opportunity for the NPO to grow beyond its initial target audience through the current members sharing links, posts, messages and ideas they receive from the NPO directly with the people connected to their profiles. The ability to have "real-time" feedback and interaction on a daily basis allows for the NPO to adapt more rapidly, reply and react to any potential or current threats or negativity and grow faster within a community at a much lesser cost. Thereby, achieving the three goals of social media intent, namely building awareness, driving to action and

advancing engagement. The use of social media is having a positive impact on NPOs whereby the NPO is able to increase the awareness of their plights, liaise and link with the sponsors/donors, create new interest and encourage individuals to become stakeholders within the NPOs and become nationally and internationally known. The stakeholders are also interested in sharing their CSI strategies with their follows on social media and encourage their followers to become involved through their online marketing presence. The importance of integrating the CSI strategies with the strategy of the NPO has increased as all stakeholders' desire to have a mutually beneficial relationship, not only financially but being "community focused".

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The literature review on strategic communication, development communication, social and mass media communication were conducted in Chapters 2 to 3. This chapter outlines the research strategy and design that was followed to determine how sustainability of HIV/Aids NPO's could be achieved through strategic dialogue in stakeholder management by combining the elements discussed in the literature review. More specifically the aim of this research was to investigate how the role of stakeholder dialogue can establish sustainability in the management of HIV/Aids NPOs in Gauteng through investigating the complex systems of dialogue and the influence of such dialogue in the management of HIV/Aids NPOs.

The research objective formulated earlier was as follows:

To investigate the role of stakeholder dialogue in the sustainable strategic management of HIV/Aids Non-Profit organisations.

The current research aims were to determine how sustainability of HIV/AIDS NPOs will be affected by the following aspects:

i) The lack of dialogue between the grassroots NPOs sponsors/donors and the community.

ii) The effect of poor internal and external communication channels and communication processes?

iii) The impact of the lack of internal and external long term relationships has on the sustainability of NPOs?

iv) The impact of the lack of dialogue with the community in relation to their needs, values, beliefs and cultures have on communication effectiveness?

This chapter will address the philosophical research assumptions and research paradigm, research design and method followed; sampling and sampling design; data collection; data analysis; the pilot study and lastly the quality and rigour of the research and ethical considerations followed.

4.2 PHILISOPHICAL RESEARCH ASSUMPTIONS AND PARADIGM

According to Leedy (1997:103-104), the nature of the data required and the questions asked determine the research design used. The choice between quantitative and qualitative is influenced by the assumptions about the nature of reality (ontology) and the nature of knowledge (epistemology).

According to Rubin and Babbie (2001:107) research designs can be ambiguous. The motivation for the ambiguity is based on two connotations identified by them:

  i) The alternative local arrangements from which one or more are selected (for example experimental designs), and

  ii) The act of designing a study in its broadest sense (all the decisions to make in planning the study).

All theory consists of philosophical assumptions that underlie theory. Assumptions are classified into epistemology (questions of knowledge); ontology (questions of existence) and axiology (questions of value) (Littlejohn & Foss, 2005:18). According to Mason (1996:13) and Wilson (1983:2), epistemological decisions deal with how phenomena are explained. Ontology, according to Dooley (1990:6) and Wilson (1983:10) and ontological assumptions refer to what the researcher believes is real and that the researcher thinks exist. Littlejohn and Foss (2005:19) explain that researchers are affected by their knowledge and how they think knowledge is obtained. It is important to note that the process selected to discover knowledge determines the type of knowledge developed. For example, knowledge is created

through constructing a person's own reality (constructivism). Ontology deals with the nature of human existence and within communication ontology centres around social interaction and how communication intertwines. Epistemology in layman's terms involves how people know what they claim to know (Littlejohn & Foss, 2005:20).

The study necessitates the need to be focused, integrated and substantiated based on all selections made for the research design and in the description of the research design, all the choices selected for the research will be described and explained. According to Ponterotto (2005:128) researchers have established various paradigms to aid in the conceptualisation, guidance and classification of their research. Ritzer (1996:637) defines a paradigm as the broadest unit of consensus within a science serving to differentiate one scientific community from another. Furthermore, it defines what should be studied, which specific questions to ask, how to ask these specific questions and what rules should be followed in analysing the answers obtained. The paradigms that Ponterotto (2005:128) identifies are the positivist, post-positivist, constructivist, interpretative and critical ideologist. The three fundamental paradigms that form the basis of many research studies are the positivist approach, interpretative approach and critical approach. The comparison between the three approaches has been provided in Table 4.1 on the following page.

Table 4.1: Comparison between Positivist, Interpretative and Critical approach

	Positivist approach	Interpretative approach	Critical approach
Definition	Positivism can be defined as a systematic way of doing research that emphasises the observable facts (Sarantakos, 1998:37-61; Wilson, 1983:11-12).	An approach to the social sciences that emphasises the importance of insiders' viewpoints to understanding social realities (Sarantakos, 1998:36-37; Wilson, 1983:114-116)	An approach that emphasises the necessity to uncover hidden processes and structures within society (Sarantakos, 1998:60-61; Wilson, 1983:168;175)
Ontology	Stable external reality and law-like (Terre Blanche, Durrheim & Painter, 2006:6)	Internal reality of subjective experience (Terre Blanche, Durrheim & Painter, 2006:6)	Multi-layer socially constructed reality (Terre Blanche, Durrheim & Painter, 2006:6)
Epistemology	Objective and detached observer (Terre Blanche, Durrheim & Painter, 2006:6)	Empathetic and observer subjectivity (Terre Blanche, Durrheim & Painter, 2006:6)	Based on theory and by logic and reasoning (Terre Blanche, Durrheim & Painter, 2006:6)
Methodology	Experimental, quantitative and hypothesis testing (Terre Blanche, Durrheim & Painter, 2006:6)	Interactional, interpretation and qualitative (Terre Blanche, Durrheim & Painter, 2006:6)	Quantitative and statistical to determine objective facts to compare to the theory (Terre Blanche, Durrheim & Painter, 2006:6)

For the purpose of this study an interpretative approach was used, which involved identifying and researching the communication structures both internally and externally to understand the impact communication has on the strategic management and sustainability of the NPO. The insiders' in the current research are the managers and volunteers can be identified as the stakeholders namely the community, employees (volunteers) and managers of the selected HIV/Aids NPOs.

4.3 PILOT STUDY

A pilot study is a small-scale study of a larger inquiry. This study provided the following important functions: i) it provided the researcher with the opportunity of a test-run concerning the data collection approach; ii) it afforded the inquirer the occasion to check the format of the interview; iii) it enabled the researcher to examine the formulation of the questioning and the hierarchy thereof; and iv) it allowed the researcher the chance to test the correctness of the area to be covered in the interviews (Collins *et al.,* 2004:150). According to Rosnow and Rosenthal (1996:73) and Lancaster (2005:108), a pilot study involved the evaluation of some aspects of the research before the study is implemented.

A pilot study was conducted using three HIV/Aids NPOs within Gauteng. This study was to be conducted over March 2015 until August 2016. Permission was very difficult to obtain from the NPOs selected. Many of the grassroots NPOs that were contacted really wanted to be a part of the study as they believed it would benefit their NPO to have the results of the study, but due to time constraints of the volunteers, it was not possible. The researcher has been involved with grassroots NPOs for almost a decade and from experience expected that time constraints was going to be an issue, but the opinion was that it was important to the NPO industry, especially grassroots NPOs for the research to continue with those that could participate. Early on in the research after the first interview it was realised that the researcher was confronted with: a lack of communication continuity, lack of responses, time constraints and inability to gain access to a group of individuals to interview. This re-iterates the difficulty facing the industry from both the volunteer-run NPO and the lack of availability of the sponsor/donor company due to time constraints or not having an allocated team or individual to deal with the NPO. The communication between the respondents and the researcher was also hampered due to individuals leaving the NPOs, other individuals not being available to meet or not having enough time to respond and the lack of replies received by the researcher

from the companies or organisations who agreed to partake in the research. The feedback from the various participants took over a year to receive with bi-monthly requests to reply within a specified time-frame, again proving the difficulty of communication within the NPO industry and the availability of the sponsors/donors to give of their time.

4.4 THREE PHASE RESEARCH METHODOLOGY FOLLOWED

A research design according to Phillips (in Cooper & Schindler, 1998:130) is a blue print for the collection, measurement and analysis of data. Kerlinger (1986:279) concurs with this definition by stating that the research design is the plan and structure of investigation in order to obtain answers to research questions. This study was approached from a qualitative perspective and thus the study was exploratory, descriptive and contextual in nature as it attempted to explore the role of stakeholder dialogue in the sustainable management of HIV/Aids non-profit organisations.

Qualitative research can be broadly defined as an approach that allows the researcher to examine individuals' experiences in detail through the use of a specific set of research methods such as in-depth interviews, focus group discussions, observations, content analysis, visual methods and life histories or biographies (Hennink, Hutter & Bailey, 2011:84). It can be described as any form or type of research that produces findings not derived through statistical procedures or other means of quantification (Straus & Corbin, 1998:10). Qualitative research focuses on meaning, experience and understanding; therefore, qualitative research designs give the researcher the opportunity to interact with the individuals whose experiences the researcher wants to understand according to Van Eerden and Terre Blanche (in Collins, Du Plooy, Grobbelaar & Puttergill, 2004:122). According to Baker (1999:8) qualitative research attempts to understand how an entire social unit such as a group, organisation or community operates in its own terms. For the purpose of this

study the groups consisted of the NPO, stakeholder, sponsors, donors and the community. They all had a unique way of interacting with one another, and the NPO was the central connection in the communication chain. The systems were often complex in nature as they involved multi-level micro-systems which all required to engage together to form one large system. Qualitative research gave an in-depth understanding of the reasons why this opinion, viewpoint or perception was subjective and how the interviewee felt towards the phenomenon.

Borg and Gall (1989:385-387) provide the following general characteristics for the qualitative approach:

i) Holistic investigation set up in the natural environment or context;

ii) The researcher is the primary data collecting instrument;

iii) Subjects selected in a purposeful manner rather than randomly;

iv) Use of inductive data analysis ensuring the inclusion of the unexpected results from the data gathered;

v) The design of the research develops as the research develops;

vi) The subject plays an important role in the interpretation of the results; and

vii) Emphasis is placed on social processes.

The advantages of using the qualitative approach included the ability to study the natural context in which social events occurred and to describe and observe the experiences and perceptions of people according to Van Eerden and Terre Blanche (as cited by Collins *et al.* 2004:135). Qualitative research can intensify a researcher's depth of understanding (Wimmer & Dominick, 1983:49) which is essential to this study as there was a necessity to identify how strategic communication and management are seen and utilised in the goal to attain sustainability within a NPO. Qualitative methods also allow for more flexibility and for the researcher to develop new ideas of concern as they arise (Du Plooy, 2001:33). This flexibility will aid this study as the determination of how sustainability can be achieved and is viewed by donors, stakeholders and NPOs is to be adapted and connected within the context of

strategic communication, with stakeholder dialogue in particular, as the underlying function.

The disadvantage however is subjectivism or emotional involvement on the part of the researcher which can distort results. If qualitative research is not properly planned, the study may produce nothing of worth, thus the researcher requires it to ensure that the key issues of the research project are being focused on (Dillon, Madden & Firtle, 1993:130). This can be overcome by the interviewer through ensuring little or no emotional involvement or bias occurs on the part of the researcher and the researcher remains ethical, objective, focused and responsible. According to Neuman (as cited by Collins, Du Plooy, Grobbelaar, Puttergill, Terre Blanche, Van Eerden, Van Rensburg & Wigston, 2004:238), to ensure a clear in-depth understanding of a research topic, qualitative data can allow for a greater degree of non-sequential data that results in cyclical and open-ended research process.

The analysis of the research design according to Cooper and Schindler (1998:131-134) is based on eight descriptors; namely the degree to which the questions have been crystallised; the method of data collection; power of the researcher to produce effects in the variables of the study; the purpose of the study; the time frame or dimension; the breadth and depth of the study; the research environment and the participant's perception of the research activity. The application of the research design and methodology is outlined in Table 4.2.

Table 4.2: **Research design followed**

Description	Discussion
The degree to which the questions are exploratory or formal	For the purpose of this research the study was exploratory in nature as it was based on identifying and researching the sustainable strategic management elements within a NPO.
Data collection method	Data was collected through various methods. The first method was through email questionnaires to allow managers and volunteers within the NPO or organisations to participate in the research at their own

	convenience and when time permitted. Secondly, interviewing the available managers of the various grassroots HIV/Aids NPOs and managers, time permitting as many are volunteer-run. Lastly, a review of the documentation provided by many of the NPOs and their websites were undertaken.
Researcher's control over the variables	The only control the researcher had was in the personal interviews in which the researcher could adapt and ask additional questions for clarity on certain answers if required.
Purpose of the study	To investigate the role of stakeholder dialogue in sustainable strategic management of HIV/Aids NPOs in Gauteng
Time dimension	The study took place over a period of 24-36 months
Topical scope (statistical study versus case studies)	Various case studies were selected in the HIV/Aids NPO sector. More specifically, due to NPOs being volunteer-run and the sponsors or donors not being able to provide the necessary time to meet for interviews and various organisations wanting to be a part of the study but had time constraints, email questionnaires were compiled. Email questionnaires were sent out to the participating grassroot NPOs and sponsors/donors with all the diagrams and questions relating to the study. The following five case studies were used in the comparative case study analysis. The Ministry industry (TLC Ministries) was an email questionnaire; the clothing industry (Foschini Retail Group) organisation was an email questionnaire, NPO (Children of the Dawn) was an in-depth interview and the FMCG (Durex) was an email questionnaire and the Financial industry (FNB Head of Consumer Donations) was a telephonic interview. The grassroots NPOs are not as well established as the larger NPOs but really want to become more established. The grassroots NPOs all wanted to be a part of the study as they believed it would benefit them greatly, but time constraints, lack of formal marketing and communication departments and lack of constant contact with the volunteers, made it difficult for them to all participate.
Research environment	Child focused (age 0-18 years) HIV/Aids NPOs in Gauteng and relevant sponsors/donors.
Subject's perceptions	The individuals being interviewed are free to have subjective opinions and understandings.

4.4.1 Target Population

A population according to Collins *et al.* (2004: 147) is the entire group of persons or set of objects and events the researcher wants to study. Moreover, Terre Blanche *et al.,* (2006:133) define a population as a larger pool from which sampling elements are drawn. A population contains all the variables of interest to the researcher. Within South Africa there are 110 000 NPOs, of which just over 8 000 are in Gauteng (Oliver's House, 2008). Various lists were available from various sources, however the most comprehensive list categorised by province can be found on Oliver's House website. For a more specific focused population of HIV/Aids NPOs the CharitiesSA website was used, as they categorised NPOs by specific categories such as health, children, transport and HIV/Aids. For the purpose of this study, CharitiesSA.co.za listed all the NPOs in South Africa categorised by the specific service or issue they dealt with, for example HIV/Aids. The population of specific NPOs for the purpose of this research were all HIV/Aids focused NPOs within Gauteng. The HIV/Aids NPOs are approximately 40 in Gauteng, and more specifically this study was focusing on children aged 0-18 years, there were 16 HIV/Aids NPOs within this sample. The population was narrowed to Gauteng for convenience and for access to most of the HIV/Aids NPOs in South Africa.

The difficulty in this research was experienced when the sample was to be selected for the study. Due to the NPOs being volunteer-run and many donors/sponsors not being able to provide time for in-depth interviews or meetings, the sample selection process was discarded and instead two large NPOs and 2 large sponsors/donors that were able to participate, out of the 20 contacted, were used in conjunction with the in-depth study of the various organisations' documents that are publicly available which allowed for further investigation, research and a more in-depth understanding of these 4 organisations' workings, communication channels and relationships.

4.4.2 Sampling design and method

A sample is a part of the target population which is carefully selected to represent the population (de Vos *et al.*, 2007:72). Vockell (1983:356) defines sampling as "the process by which a smaller group (a sample) is selected from among the members of a larger group (a population) so that the characteristics of the smaller group can be used to estimate the characteristics of the larger group".

Within the qualitative research method, according to de Vos *et al.* (2007:328), non-probability sampling methods should be utilised and moreover theoretical or purposive sampling should be used. Non-probability sampling can be defined as a process of choosing from the population in which each unit of the population does not have equal (probable) chance of being selected, thus in turn meaning that the sample will not necessarily have the same parameters as the population (Du Plooy, 2002:113). Moreover, Du Plooy states that the researcher controls and predicts the choice of the unit of analysis. According to Terre Blanche, Durrheim and Painter (2006:139) non-probability sampling refers to any kind of sampling which is not determined by the statistical principle of randomness.

For the purpose of this research the researcher has selected HIV/Aids specific NPOs within the Gauteng area based on convenience and higher density of NPOs in Gauteng. Du Plooy (2002:113) explains that the characteristics of non-probability sampling represent the disadvantages of using this form of sampling. The disadvantages (weaknesses) or characteristics are:

i) The inequality of a unit of the greater population being chosen;
ii) Researcher's control and prediction of choice;
iii) The lack of being able to compile a sampling frame;
iv) Sampling bias; and
v) The sample is not representative of the population.

However, Du Plooy (2002:113) states that one way to counteract these negativities associated with non-probability sampling is to replicate it and ensure that as much demographic and other detail concerning the specific unit (in this case NPO) as possible. Bless and Higson-Smith (1995:88) state that the advantage of non-probability sampling is that it saves time and money, but negativity can also be reduced by ensuring homogenous groups or populations are chosen. Homogeneity can be defined as the similarity among the elements of a set (Rosnow & Rosenthal; 1996:407). Specific to this research the set are the NPOs in Gauteng and the similarity of the set is the HIV/Aids element of the NPO.

More specifically, purposive sampling was used for the selection of the specific NPOs in Gauteng. Silverman (2000:104) defines purposive sampling as a particular case being chosen because it illustrates a feature or process of interest to a study. Leedy and Ormrod (2005:206) define purposive sampling as sampling in which units or people are chosen for a particular purpose. The feature of interest (purpose) in this study is the HIV/Aids focus of the NPOs selected. Terre Blanche *et al.* (2006:139) makes an important statement regarding the use of purposive sampling in qualitative research and that is a purposive small, non-random sample produces information rich cases which allow the researcher to study specific elements in more detail and depth.

4.4.3 Number of respondents

The Ford Foundation had released an article on SANGONeT's (Southern African NGO Network, 2008) website illustrating the vast amount of NPOs there are in South Africa. The number mentioned is 110 000, which includes charities, welfare, health, faith based organisations and schools (Anon., 2006). The Prodder website has 608 NPOs and NGOs listed on their database (2012). The population according to Oliver's House is over 8 000 NPOs (2012) and CharitiesSA (2008) has identified approximately 40 are HIV/Aids focused. From each sector one individual was in contact with the researcher, and in all cases it was the head of the organisation or department.

Permission was granted by the various respondents to name the organisation within the industry.

4.4.4 Units of analysis

According to Terre Blanche and Durrheim (2004:37) the unit of analysis specifically addresses the entities which the researcher wants to study, for example individuals, organisations, organisational sub units or any other form of grouping. This study's unit of analysis is focusing on the managers or directors or founders of the selected NPO as they have access to the required strategies being implemented, they form part of the management team and they are central to the system of communication. The study will also be looking at the stakeholders who take part in dialogue with the NPO, namely the employees and the community members served by the NPO.

Table 4.3: Sampling plan followed

TARGET POPULATION	Management of NPOs and individuals from the sponsor/donor companies
UNIT OF ANALYSIS	Management of NPOs and individuals from the sponsor/donor companies
UNITS OF ANALYSIS	Participants from both the NPOs' management and respondents from the sponsor/donor companies formed the sources from which the data was collected.
METHOD FOR SELECTING PARTICIPANTS	The sampling design used was non-probability sampling. The list of NPOs provided by Oliver's House listed 8 000 NPOs in Gauteng, with CharitiesSA.co.za listing approximately 16 child focused HIV/Aids NPOs in Gauteng. All the NPOs were emailed to establish contact and all companies listed that funded these charities were also contacted electronically.
NUMBER OF PARTICPANTS	Five respondents from the following sectors: Clothing industry, Ministry; NPO (community), Fast Moving Consumer Goods (FMCG) industry and Financial Industry were used in the comparative case study.

4.5 RESEARCH DESIGN AND METHODOLOGY

The research was conducted in three phases. As a point of departure a contact email was sent out in Phase I to over 20 NPOs and sponsors/donors to establish a point of contact and to establish a date and time for in-depth interviews. The few respondents who did reply to the email requested that email questions be sent out to the participants as time constraints were experienced from both the NPO (volunteer-run) and the sponsors/donors who did not have dedicated teams working with the sponsorships. The respondents were more than willing to answer the questions at their own leisure rather than commit to a face-to-face interview due to their time constraints.

The first phase was then to develop an email questionnaire which were then mailed to the various respondents who responded positively to the email as time allowed. The questionnaire was designed to address the following:

i)   Strategic communication strategies addressing internal and external communication;

ii) Strategic planning and media strategy development and assistance in formulating these strategies;

iii) The application and implementation of the strategy change cycle;

iv) The systems theory and relationship management;

v)   Dialogue and strategic management;

vi) The sustainable management and strategic plan for sustainability;

vii) The implementation and application of the behavioural change strategy; and

viii)The use of mass media in the sustainability of NPOs.

Phase I: Email questionnaires

In the initial research the focus was to be on focus groups and holding in-depth interviews with various stakeholders within the industries, however due to time constraints on the part of the interviewees from the NPOs and sponsors/donors it

was quickly realised that this would not be possible. Thus, after numerous requests made by the participants to have the questions emailed through in order for them to attend to the questions as time allowed. The advantages of email questionnaires are that it offers researchers advantages such as quick and easy access to world-wide samples, low administration costs, both financially and temporally (time constraints) and its unobtrusiveness and allows for a 'friendlier' approach to research. Email questionnaires are however limited and biased to the population of users (in terms of age, income, gender and race). The response rates to email questionnaires appear to be more favourable as does the ease of distribution and response times. Nevertheless, ensuring respondents' anonymity is virtually impossible. The use of email in research as an interview tool avoids the conventional constraints of spatial and temporal proximity between interviewer and the respondent and offers the considerable practical advantage of providing 'ready-transcribed' data for the researcher.

Email questionnaires were the initial form of data collection. After initial contact was established it became evident that the respondents had indicated time and availability constraints or were no longer involved with the NPO in order to be able to provide up to date and relevant information. A decision was made to send out the interview questions as requested by the respondents. This was to allow for the NPOs and sponsors/donors who did not have the time to personally be interviewed, but were keen to take part, to reply in their own time. In both cases the questions were answered by the respondents and additional documentation and links to various sites were provided to allow for more detailed information to be gathered. The additional links provided access to public information, newsletters, links to illustrate forms of communication and published documents and the most up-to-date information provided to stakeholders, communities and potential stakeholders. The Ministry organisation, the NPO, the Clothing Industry and the FMCG all replied via email questionnaires. During the time lapse between the last examination and the re-examination, a fifth respondent, First National Bank , made contact with

researcher. Their opinions were obtained through an extended telephone interview. The responses from FNB greatly added value to the research undertaken thus far as FNB was in a position to contribute to the research from both the perspective of grassroots NPOs as well as from that of a sponsor/donor organisation. Moreover a lot of information was gathered from FNB regarding the change in the dynamics of the industry. The respondents often referred back to their previous answers and then elaborated in more detail if questions followed on from previous sections.

Phase II involved in-depth interviews with the companies that were able to take part in the face-to-face interviews. The same questions as on the email questionnaires and elements were discussed with the interviewees.

Phase II: In-depth interviews

An in-depth interview as previously mentioned, is a way of gaining information and understanding from a particular individual on a focused topic. It is a very specific type of interaction with the flow of back-and-forth interaction between two people. The opportunity to interview an NPO and a FMCG allowed for the ability to compare and contrast the two differing experiences and views of the communication challenges faced within both these industries. It begins when the researcher asks a question and then serves as an active listener (Hesse-Biber & Leavy, 2011:98). In-depth interviews are designed to discover in-depth insights and understanding (Carson, Gilmore, Perry & Gronhaug, 2001:73). In-depth interviews are less structured and are conducted on a more intense level than a standardised questionnaire (Van Vuuren, Maree & De Beer, 1998:410). It involves a style of social and interpersonal interaction and in order to be effective and useful, it requires to be developed and built around intimacy in communication (like a friend) and respect (Bubrium & Holstein, 2001:104). In-depth interviews are aimed at collecting detailed, richly textured and person centred information from one or more individuals (Kaufman, 1994:123). The researcher will utilise an open-ended form of questions,

rather than structured interviews which allows subjective idiosyncratic responses allowing for a deeper understanding (Kaufman, 1994:125).

There are several advantages to in-depth interviews according to Van Vuuren *et al.* (1998:406):

i) The respondent will be well motivated to answer questions because of the personal contact.

ii) The response rate of the questions is much higher as the individual being interviewed is more likely not to ignore the person sitting in their office to interview them as opposed to a written or electronic questionnaire.

iii) The line of questioning and the number of questions can be increased at the discretion of the interviewer as they are guiding the progress and setting the direction for the interview. It also allows for the control of the question sequence.

According to Mahoney (in Frechtling and Sharp, 1997:3.1-3.9) the advantages of in-depth interviews include yielding the richest data, details and new insights within the scope of the study. It facilitates and permits face-to-face contact with the individuals being questioned, thereby increasing the interviewer's ability to understand the responses given on a verbal and non-verbal level. Provides the opportunities to explore topics in-depth by allowing the interviewer to explain or clarify questions, thereby increasing the usefulness of responses. It allows for flexibility in administrating the interview to ensure that the interview remains relevant and focused on the topic being addressed. The researcher was able to clarify, request more details and in some cases analyse communication processes and techniques which aided in identifying the challenges faced within the communication processes. It also provided the opportunity for the respondent to discuss their personal challenges felt within the communication processes.

The in-depth interviews occurred between the researcher and one NPO and the Financial Industry respondent. The interview in each case was recorded to allow for the researcher to refer back to the detailed discussion. The interview occurred in August 2015 on their premises. The in-depth interview allowed for detailed discussions and clarifications on all the questions posed, proving many of the literature review findings to be true. The ability to probe and cross-check answers was possible in the in-depth interviews, thereby creating a more holistic and complete understanding of how stakeholder dialogue was affected within the NPO and between the NPO, sponsor/donors and the community. The second interview was conducted in 2017 to validate all the findings as the Financial Industry was able to conduct a telephonic interview in April. It provided a platform for a thorough investigation in to the daily running of an NPO and how the sponsor/donors were kept informed.

Phase III consisted of a review of the NPOs documentation, as well as an analysis of their websites. Each phase allowed for information to be compared and reviewed against, in some instances, brief answers or the respondents' replies to refer to a specific article or part of their website. Again, due to their time constraints, the referring of the researcher to specific sites enabled the researcher to gain in-depth knowledge and understanding of the broader interrelated components and factors pertaining to the research and saved the respondent time in answering the in-depth questions.

Due to the nature of the NPO industry, the NPOs were very keen to be involved in the research process and requested the questionnaire, however even after following up bi-monthly for a period of 12-18 months only two NPOs managed to be involved in the research process. One from the ministry industry and one from the NPO industry itself. Within this time frame the initial respondents were the first point of contact and they then requested to send the questionnaire to the people directly involved within the NPO. Permission was granted for them to do so. The replies

provided after many follow-ups were that due to time constraints and the NPOs being volunteer-run the same individual was not always available to answer the questions or they left the NPO. This illustrates the difficulty within the industry of communication and the long term sustainability of the NPOs due to volunteers leaving or having time-constraints.

Within the sponsor/donor industry meeting requests were sent out to all the organisations involved within the HIV/Aids NPO sponsorship industry. 3 large sponsors/donors agreed to partake in the research study. One of the individuals from the Finance Institutions is the Head of Consumer Donations and oversees over 250 NPO projects within South Africa. One was available to have an in-depth interview, one responded via email to the questionnaire that was sent and the third was a telephonic in-depth interview. The respondents also referred the researcher to various documents that they published or websites for more details pertaining to certain questions.

Phase III: Documentation and website review

Documentation and website reviews are to be done on the various stakeholders from the documentation and links provided by the interviewees as their time constraints did not allow for detailed discussions and interviews. The documentation and links provided were made available from their publicly provided documents. The importance of gaining access to various documentation which illustrated procedures, processes and flow of communication within the processes followed between the NPOs and stakeholders allowed for a richer understanding of the processes required by the stakeholders, the challenges faced by the NPOs and communicates and the need for a more integrated approach of communication processes. It also illustrated the forms of feedback, the information provided to the general public versus the information provided to the stakeholders and communities. It highlighted the areas of focus, application processes, changes that were being implemented and followed

and allowed for instant access to new information published by the stakeholders and NPOs.

Many of the NPOs and organisations that initially showed interest in participating in the study were unable to participate in the final study. In-turn the organisations provided either detailed documentation that is provided and made available to their board, the public or the volunteers involved within the NPO or organisations. Many of the sponsors/donors sent links to their websites which detailed who they support, why they are supported and how they are supported, but also stated that it was not their primary focus to be involved with NPO directly as they never had a specific department within the organisation that could deal with the NPO and also time was a constraint. Various sponsor/donor company's documentation and sites were reviewed in detail to provide a more in-depth understanding of their strategies, communication processes and management techniques.

After an in-depth study of these various documents and websites were done, it allowed for a more focused analysis and comparison of the communication challenges faced by the various stakeholders and NPOs and it provided clarification and illustrations into the communication strategies and structures followed by the various industries.

4.6 DATA COLLECTION

According to Leedy and Ormrod (2005:143) data collection in a qualitative study takes a long period of time and thus only potentially useful data should be collected thoroughly, accurately and systematically. Moreover, field notes, sketches, audiotapes or any other suitable means of recording data should be used by the researcher depending on what the researcher desires to research. Within this research process, the most functional methods used to collect data was to use to the process of cell phone recording in conjunction with field notes to note ideas,

questions and concerns which could then addressed before a new question was asked. Mouton (1996:111) identifies various sources of data collection error. This author states that observation effects consist of researcher, participant and context effects (1996:148). Researcher effects, according to Mouton (1996:148-151) are effects that are associated with the researcher's characteristics (image projected by the researcher and the tributes relating to the affiliation of the researcher) and their orientations (prejudices, expectations, attitudes, opinions and beliefs). The participants' effects consist of characteristics such as race, gender, status, memory decay, omniscience syndrome and interview saturation; secondly their attitudes which is one of the elements effecting the research the most; thirdly, level of motivation to answer or avoid the question (affects validity) and lastly response patterns which include social desirability and acquiescence response sets (Mouton, 1996:151-153).

Solutions to these errors are achieved through the use of multi-method data collection and the proper training of field workers. This will ensure the validity of the qualitative data collection method (Mouton, 1996:111). For the purpose of this study the multi-methods of data collection used was in-depth interviews, focus groups and document analysis. As previously stated the main sources of data collection was from the managers of the NPOs, the employees (or volunteers) and select individuals from the community who were willing to be interviewed and who were involved with the NPO. Information was not collected from NPOs that were not HIV/Aids focused and not collected from the donor companies (companies donating money to the NPO). An interview questionnaire was drawn up indicating the questions to be asked (review Appendix A, p.215).

The data collection can be hampered by the lack of access to documentation, bias of the researcher and respondents and lack of clear answers related to the communication processes and strategies within a NPO. Another issue is the highly sensitive nature of the HIV/Aids issues, but the researcher did ensure anonymity, if it

was requested, and confidentiality of all information received and all interviews. Permission was granted to name the main organisations involved in the study. A copy of all information and documentation compiled will be given to the 5 participants that took part in the research process for their perusal and records.

Data was collected in the form of cell-phone recording and note-taking during interviews. A collection of the communication strategy documents from the NPOs took place while the interviews with the managers occurred. The data was collected by the researcher personally (confidentiality ensured) in the interviews and both in audio and written format. The equipment used was a cell phone recorder.

By applying a three-phased approach to data collection methods the data collected can be categorised and key issues can be identified one stage at a time. It allows for a systematic, comprehensive process to be followed.

Table 4.4 An overview of the timeline of responses

March 2015	April 2015	August 2015	January 2016	August 2016	April 2017
Initial contact via email. All respondents wanted to be involved and requested more details and the questionnaire. The deadline for responses was August 2015.	One organisation from the clothing industry sent the questionnaire back fully answered. Five replied to say they were strained for time and could no longer participate.	One NPO from the internationally funded NPO industry and one sponsor from the international funding community was interviewed in an in-depth interview.	One NPO from the ministry industry replied in-depth to the questionnaire sent.	One sponsor from the consumer goods industry has replied with an email questionnaire.	One respondent involved with the grassroots NPOs and as a sponsor/donor responded telephonically while the corrections process took place.

4.7 METHODS OF DATA ANALYSIS

The Morse and Field approach (Morse, 1994:66) was used to analyse the data collected from each phase of the data collection process. The analysis of data for the proposed dissertation involved synthesising, comprehending, interpreting and understanding the field of study. The Morse and Field approach suited the comparative analysis approach as they aimed to compare and interpret the different data gathered from the various chosen collection methods. All the research was coded and recorded to ensure concise, practical application and research. The Morse and Field approach allowed for the thorough investigation, interpretation, combining and understanding of the social marketing, development (participation), dialogical approach and sustainability elements.

The data was analysed using the Morse and Field approach. Morse and Field have identified four cognitive processes which form the integral part of this data analysis method, namely: i) comprehending, ii) synthesising (decontextualizing), iii) theorising and iv) decontextualizing (1996:103-107). According to De Vos (1998:341) these four processes generally occur sequentially due to the fact that the researcher must reach a reasonable level of comprehension before one can synthesise. Before the researcher is able to synthesise, theorisation is not possible. Furthermore, re-contextualisation can only occur after the concepts or models being investigated are fully developed. The Morse and Field approach suited the comparative analysis approach as they aimed to compare and interpret the different data gathered from the various chosen collection methods. All the research was coded and recorded to ensure concise, practical application and research. The Morse and Field approach allowed for the thorough investigation, interpretation, combining and understanding of the strategic communication management, development (participation), dialogical approach, mass media and health and sustainability elements.

The documentation and information received from the various HIV/Aids NPOs through the interviews, websites and documents provided will be analysed and categorised according to:

i)   Communication strategy

ii) Stakeholder communication processes

a.   Internal communication structures

b.   External communication structures

iii) Communication and sustainability

iv) Communication system

Comprehending

The process of making sense of the data begins when the researcher makes sense of the setting and learns what is going on (Morse & Field, 1996:104). Comprehension is reached once the researcher has obtained enough data to write a detailed, rich and coherent description (Morse, 1994:26). Saturation occurs when only a little information that is new is learned, thus completing the stage of comprehension.

Synthesising

Morse and Field (1996:105) explain that two types of analysis can be utilised. Firstly, inter-participant analysis which can also be described as the comparison of transcripts from various respondents and secondly, the analysis or categories which are sorted according to the commonalities. These consist of transcripts and notes which were compiled from several participants. Straus and Corbin (1990:63) refer to this stage of synthesising as categorisation reflecting the respondents' similarities and differences which in turn aid the researcher to synthesise, interpret, link and verify findings (De Vos, 1998:341). Morse (1994:26) explains that the stage if synthesis is reached once the researcher can provide descriptions of phenomena confidently. During the synthesising component of this study seven categories and sub-categories were identified based on the email questionnaires and in-depth

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159

interviews conducted. In order to facilitate data processing in this phase of the study the following categories and sub-categories were identified:

i) *Category 1*: Strategic communication

Sub-category (a): Application or selection process

Sub-category (b): Media planning assistance

Sub-category (c): Strategic planning guidance

Sub-category (d): Communication management

ii) *Category 2*: Strategy change cycle

Sub-category (a): Implementation of 10 step strategy change cycle

iii) *Category 3*: Systems theory and relationship management

Sub-category (a): Regulations and procedures

Sub-category (b): Communication processes

Sub-category (c): Interaction

Sub-category (d): Relationship management

Sub-category (e): Long term funding

iv) *Category4*: Dialogue and strategic management

Sub-category (a): Grassroots or community involvement

v) *Category 5*: Sustainable management

Sub-category (a): Generic strategies

vi) *Category 6*: Behavioural change strategy

Sub-category (a): Results based investment

Sub-category (b): Elements affecting change behaviour

vii) *Category 7*: Mass media and health communication

Sub-category (a): Use media to communicate to followers

Sub-category (b): Encourage use of social media by NPOs

Sub-category (c): Building an online strategy

Sub-category (d): Media channels

Sub-category (e): Social media importance

Sub-category (f): Responsiveness and supportive initiative

Each respondents' replies from the email questionnaires were tabulated according to their replies so an overview of each perspective could be compared to one another to identify if any patterns occurred. For the two in-depth interviews the information was transcribed in to the various sections of the research. The detailed tables are presented in Chapter 5, each industry has been discussed separately to allow for a holistic view within that industry.

Theorising

Morse and Field (1996:105) propose that the systematic selection and fitting of alternative models to the data collected is the process of theorising. It involves the construction of alternative explanations and holding these against the data until the 'best fit' is obtained and which explains the data in the simplest way. Morse (1994:26) states that there are three steps involved in theorising. Firstly, asking questions concerning the data to establish links with theory. Secondly, the use of lateral thinking by examining similar concepts in various settings or finding complimentary data sources that occur in other contexts. Thirdly, is the systematic and inductive development of formal theory from the data.

Within the research, clear and evident patterns were identified re-iterating the theory and assumptions identified within the research Chapters of Chapter 2 to Chapter 3. The researcher was able to explore and identify the patterns with ease and cross-examining and comparing the various industries and NPOs based on distinct objects set out in the research questionnaire. Chapter 5 illustrates the comparison and the breakdown of each of the questions identified and linked them back to Chapter 2 - 3 and referencing the theory related components.

Re-contextualising

The goal of re-contextualising is to be able to place the results obtained from the research in the context of established knowledge as well as to identify the results that support the literature or claim unique contributions (De Vos, 1998:342).

Re-contextualisation has been established in chapter 5 whereby each respondent has been discussed individually and cross-referenced with the theory previously discussed in chapter 2 to chapter 3. It has been designed in a table format to indicate the overview of knowledge gained and then discussed in detail within each industry.

4.8 RIGOUR OF THE PROPOSED RESEARCH DESIGN

The rigour or inflexibility of the study was evaluated using Guba's (1981:80) model of trustworthiness in qualitative research. His model considers four aspects of trustworthiness being truth value, applicability, consistency and neutrality. Table 4.5 provides an overview of the strategies and criteria within which to establish trustworthiness.

Table 4.5:   Strategies and criteria with which to establish trustworthiness

Strategy	Criteria
Credibility	Authority of the researcher Member checking
Transferability	Dense description
Dependability	Code-recode procedure
Confirmability	Reflexivity through a reflective diary

Source: Guba (1981:80)

Strategies that were used in order to achieve truth value and the credibility of the study, included adequate submersion of the researcher in the research setting to enable recurrent patterns to be identified and verified. Therefore, extended time was spent with two of the respondents who allowed the researcher to check perspectives and allow the respondents to become accustomed to the researcher. Another strategy that was used in this instance was member checking, where the

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researcher, throughout the interview summarised what the participant had said to ensure it was correctly understood (Krefting, 1991:14). The researcher also clarified any queries from the email questionnaires electronically to ensure the correct meaning was established.

A close description of the participants in the research as well as the research context was important in ensuring transferability. To ensure dependability, a procedure of code-recode was followed where the researcher, after coding a segment of the data and waiting for at least two weeks, returned to recode the same data and compare the results. For conformability, the researcher used a reflective analysis by means of keeping a reflective diary during and after each interview to ensure that the researcher was aware of her influence on the data (Krefting, 1991).

4.9 RESEARCH ETHICS

Ethics according to the South Africa Act 108 of 1996, represents certain standards to which a community or individuals align themselves and these standards regulate their behaviour. According to Rosnow and Rosenthal (1996:51) ethics is a system of moral values by which someone's behaviour is judged. Thus research within a study is necessary to respect the rights of the participants and respondents. The application of each element is followed after the listing of the issues relating to the ethics of a study. In order to understand ethics more clearly the following issues relating to research and a research study is to be analysed (Leedy & Ormrod 2005:100-120):

  i)   Protecting from harm;
  ii) Informed consent/obtained consent;
  iii) Right to privacy;
  iv) Honesty with colleagues;
  v)   Internal review boards; and
  vi) Professional codes of ethics.

The mistaken assumption made by researchers is that qualitative research is exempt from ethical considerations. Furthermore (Terre Blanche, Durrheim & Painter 2006:77) state that an ethical issue regarding focus groups is confidentiality. The main reason for this is because the researcher has no control over the group members and whether or not each participant will treat the other participants with privacy, respect and confidentiality. According to Leedy and Ormrod, (2006:101) any research that involves human beings, all ethical implications are to be considered.

4.9.1   Protecting from harm

According to Leedy and Ormrod (2005:101) the participants are not to be exposed to undue physical or psychological harm. The sensitive nature of HIV/Aids is to be considered by the researcher and the participants are to be briefed regarding the research process, outcomes and intention. The assurance of anonymity of the community members, managers and volunteers taking part in the research process is essential, thus in all the findings and reviews they will be allocated a number as an identifying mark.

4.9.2   Consent

The consent received from the participants (internal and external stakeholders, the NPOs and the management) is to be strictly voluntary and participative. Moreover, Leedy and Ormrod (2005:101-105) state that the participants are required to be fully briefed regarding the nature, duration and requirements of the study (2006:101). A written and signed document between the researcher and the participants in the form of a research schedule and questionnaire will be signed by both parties as an agreement hereof. It is important to realise that information overload (giving the respondent too much information to process) should be avoided as they become too hesitant to change their behaviour. Enough information is to be shared so that respondent bias and behavioural change does not occur. Refer to appendix B.

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4.9.3   Right to privacy

The nature of the research focusing on HIV/Aids NPOs in the Gauteng area is once again a very sensitive and personal issue to many individuals affected and effected by the pandemic, thus the anonymity of the respondents will be insured. Even though one respondent gave permission to be named, the researcher preferred to keep all respondents anonymous and describe them in terms of the industry they could be found, namely NPO, Ministry, FMCG and Clothing industry.

The general elements of ethical research that is required to be addressed by researchers are namely:

i)   Collaborative partnership which according to Diallo, Doumbo, Plowe, Wellems, Emanuel and Hurst (2005) in Terre Blanche *et al.* (2006:69) states that all research should be conducted in collaboration with the community or population chosen. In this study it will involve the selected NPOs, stakeholders and communities served by the selected HIV/Aids NPOs (Terre Blanche *et al.*, 2006:69).

ii)   Social value of a particular community should benefit from the research. This study is aimed at aiding the HIV/Aids NPOs in becoming sustainable through strategic management and communication amongst internal and external stakeholders with the aim of benefiting the recipients of the NPO's aid.

iii)   Scientific validity, according to Terre Blanche *et al.* (2006:70), ensures that the methodology and data analysis applied to the research study is rigorous, justifiable and feasible.

iv)   Fair selection of participants according to Terre Blanche *et al.* (2006:71) implies that the population selected is required to be the population to which the research questions apply.

v)   Favourable risk or benefit ratio is to be identified to ensure that all possible risks, harms and 'cost' to the participants are made known (Terre Blanche *et al.*, 2006:71).

4.10   SUMMARY

The purpose of this chapter was to provide a discussion and outline of the methodology used in this study. This phase focused on gaining the insight of the sponsors/donors and the NPO managers within NPOs and organisations involved with HIV/Aids NPOs. Setting a qualitative approach was adopted and the research design implemented was a combination of exploratory, descriptive and contextual research. A pilot study was not able to be conducted due to the difficulty in communication and the time constraints from both the volunteer-run NPOs and the sponsors/donors.

The grassroots NPOs and other participants that were contacted to be a part of the study were very keen to participate because of their deep-rooted passion for their cause, however time constraints, the lack of a formal communication and marketing departments, lack of expertise within certain areas of business and lack of volunteers being available for interviews, there were limitations to the study, but the researcher did their best to compensate for this.

CHAPTER 5

# FINDINGS, DISCUSSION AND CONCLUSION

5.1 INTRODUCTION

The views of NPOs and donor companies that are based in Gauteng were required for the development of an overall analysis of identifying the role of stakeholder dialogue in the sustainable management of HIV/Aids NPOs. However, to achieve this, an understanding of the organisational structure and the flow of stakeholder dialogue within the NPO and the donor company is necessary.

As previously illustrated the aim of this study is to illustrate the importance of stakeholder dialogue within and between the NPO and stakeholders. Figure 5.1 (previously discussed in Chapter 2 under Figure 2.5) is the basis used for the interviews to identify and understand how important these channels of dialogue are. The research objectives previously were stated as follows: firstly, to determine the role stakeholder management plays in the sustainability of the NPO; secondly, to identify the importance of dialogue between the three core stakeholders, namely the community, sponsors/donors and the NPO; thirdly, to determine the importance of long term-relationships aiding the dialogical process between the stakeholders and lastly, to determine the impact of relationships and dialogue.

Each research objective will now be analysed and discussed based on each interview conducted. It will be illustrated in table form and then discussed in detail in order to provide an overall summation before the in-depth discussion.

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Figure 5.1:   The aim of this study
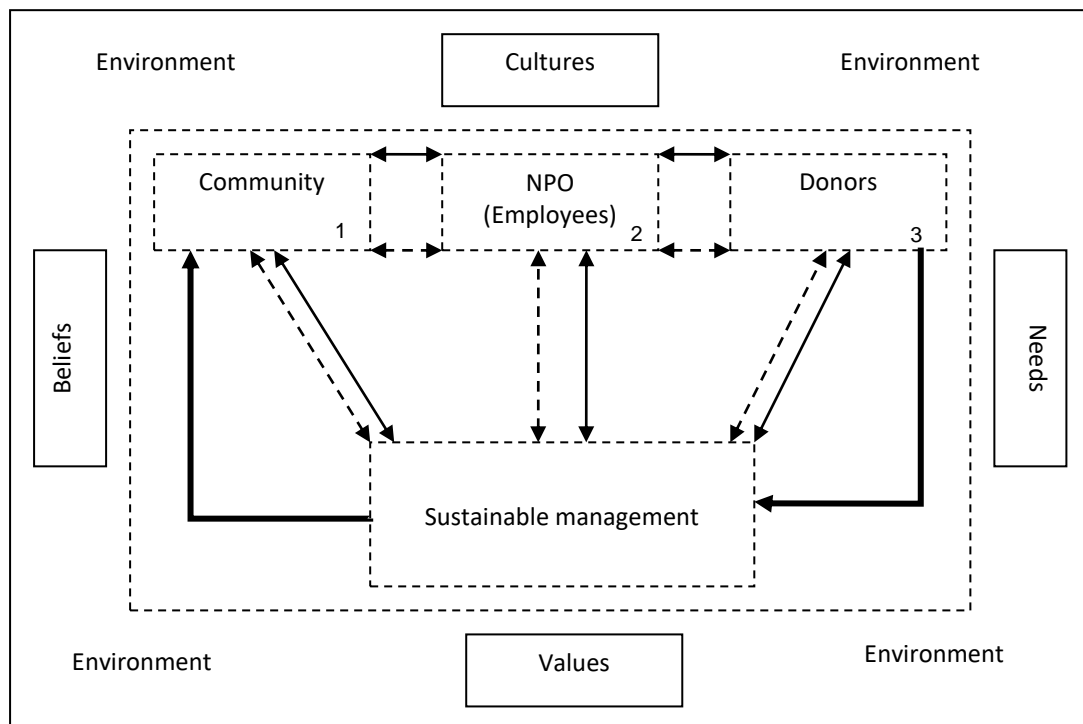
←——→	Dialogue and bi-directional communication	
←- - -→	Feedback loops/channels	
(dashed box)	Permeable boundary	(Self-conceptualised)

5.2 CONCLUSION OF FINDINGS RELATED TO RESEARCH QUESTIONS

Chapter 5 provides a holistic view of the phases, and research questions, and makes concluding remarks on the guidelines for the role of stakeholder dialogue in the sustainable management of HIV/Aids NPOs. The comparison of the themes, theory, responses, questions posed to the sponsors/donors and grassroot NPOs were tabulated for ease of reference and then the detailed responses pertaining to each theme and theory was discussed in detailed below each table. The contribution of this study is delineated and the limitations drawn. The best practice of the study will also be provided as a basis from which other NPOs can learn, especially from an NPO

that is more than two decades old and have reinvented themselves based on their years of research and implemented a new focus after being a part of this study. This chapter is divided in to the 5 main case studies from the following industries, namely, Clothing industry, Ministry industry; NPO (community), Financial Industry and FMCG industry. Each industry will be addressed individually under each research question and in its entirety to provide thorough explanations for how each industry tries to achieve long term sustainability. The conclusions and recommendations however, will be discussed holistically in chapter 5 providing an overall, all-encompassing discussion on the NPO and sustainable management dilemma.

The research questions stated in Chapter 1 are:
i)   How will the lack of dialogue affect the sustainability of a NPO?
ii) What effect does poor internal and external communication channels and processes have on the sustainability of a NPO?
iii) What impact does the lack of internal and external long term relationships have on the sustainability of NPOs?
iv) What impact does the lack of dialogue with the community in relation to their needs, values, beliefs and cultures have on communication effectiveness?

While each research question will be attempted to be discussed individually, it is imperative to note that these 4 questions and the overviews and discussions of the themes and theories actually overlap and are required to be seen as a holistic, integrated discussion rather than 4 separate explanations. The overviews are presented in table form to allow for ease of understanding and to provide an overview and insight in to each theme and discussion. A detailed discussion of each industry follows the overview provided for the research questions. The five broad industries are namely the Clothing industry, Ministry industry, NPO, FMCG industry and FNB financial industry. The Clothing industry is guided by international trends and in many instances are international companies that are governed by

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international policies and procedures which are adapted to suit local markets. The Ministry industry is an industry governed by their faith and the principals set out within their faith, within this research the Ministry was Christian in faith. The NPO focused on within this study was a large, local NPO in Gauteng which was created and established specifically for South Africa even though being the brain child of an international organisation. The FMCG within this study is closely involved with all HIV/Aids drives and communities as it is central to their product line. The FNB financial industry involved the head of consumer donations that was interviewed. Each industry is vastly different from one another in terms of their guiding principles and functionality, however the common link between all is the community at stake and solving their needs.

Research question 1 and 2

How will the lack of dialogue affect the sustainability of a NPO?

Strategic communication management		
Theme	**Responses**	**Theory**
Strategic communication	All participants highlighted the necessity of strategic communication throughout the entire management of the NPO and within the relationship between the NPO and sponsors.	Strategic communication is based on coordinated actions, messages, images and other engagement techniques which are intended to inform, influence or persuade selected audiences in support of national objectives (Paul, 2011:17).
	They also stated the importance of having specific people who are responsible for the communication facilitation so that "no broken telephone" occurred in the dissemination of information.	Fleisher (1998:164) argues that for communication management to be a truly strategic function, it must also be a central means to achieving sustainable competitive advantage.

170

Outline of questions – Sponsor or Donor
- Application process followed?
- Assist with communication or media strategies?
- Guidance provided with strategic planning?
- Guidance provided with a functions list?

Outline of questions – NPO
- How do you select or approach the donor or sponsor company?
- Do you request assistance with media strategies?
- Do you follow a strategy?
- Who is the liaison officer between the NPO and the Sponsor?
- How is communication maintained?

Discussion – Strategic communication

The theme of strategic communication was evident throughout all the participants' responses; however, the level of interaction and the strategies used were vastly different. The NPOs relied on one communication officer to facilitate the communication, especially in the cases where the sponsor or donor companies did not assist with communication strategies, media communication or facilitation of communication within the NPO.

The NPOs interviewed have just recently realised the importance of the implementing a cohesive strategy aimed at true sustainability and they have begun to develop an integrated approach and started to develop this strategy. There are so many NPOs competing for sponsorships or donations that in order to achieve long term sustainability communication is required to be strategic which in turn allows for a certain competitive advantage over the thousands of NPOs applying for the same money. Due to time constraints from both the volunteer-run NPO and the lack of resources in terms of man power for the Sponsor or Donor company, many times email communication is used instead of face-to-face communication. This proves as a lengthy process in terms of back and forth communication; however, it is the only possible form of communication in many instances. The advantage of the email communication so that the volunteers are able to have access to the details from both parties and thereby reduce miscommunication or the wasting of limited time in asking the same information.

The Sponsors have explained that they do not have the time to assist with media or communication strategies and rely on the NPO to present their strategies upon application of sponsorships. The NPO are held accountable for their own decisions and strategies which affects their re-application year on year.

Clothing industry

Within the clothing industry it was evident that they choose different NPOs on a yearly basis to try and attempt to help as many communities and NPOs as possible. On a weekly basis they receive many emails or calls requesting for them to help sponsor an organisation, event, NPO or community in need. The resources to sort through these applications are not available as a separate entity and thus fall in to the already busy individuals who then need to try and allocate time and resources to these applications. The companies have thus created a detailed and in-depth application process for all NPOs to follow to ensure that time is not wasted on incomplete applications or applications which are not focused on the CSI focus of the company. The choosing of new NPOs yearly highlights the lack of strategic sustainable communication and long term sustainability. It also highlights the

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171

difficulties South Africa faces on a daily basis as there are so many communities in need and new NPOs being established daily that the sponsors/donors are trying to alleviate some of the pressures felt within the communities by aiding as many NPOs as possible. Within such an industry it is has become evident that they do not always have the resources to assist with media or communication strategies and thereby encourage the NPOs to present holistic strategies when applying for funding.

Ministry industry

Many NPOs are established within the Ministry industry as it stems from the desire to uplift the communities and help as many people in need as possible. Within a child-focused ministry the desire to help HIV/Aids orphans is prevalent as there is a daily growing need of safe and secure environments within which to house abandoned babies or babies in need. The challenges facing such an NPO are the financial costs pertaining to the health requirements, medical treatments, food, clothing, formula, housing, education, care-takers, etc. that the babies, infants and children need in order to survive. A strict budget needs to be established and adhered to. Within this industry their goal is to be focused on achieving and maintaining long term sponsors/donors that will grow with the NPO, become involved not only financially, view their "rewards" through watching the children grow and develop and be inspired to create more awareness and interest from others to sponsor and donate to a worthy cause. The ministry has subsequently developed a detailed strategy focusing on communication channels, strategies and media communication to retain the current sponsors/donors and to create awareness through these channels in order to achieve more sponsors/donors.

NPO

The NPOs that have been established over a long period of time have formalised a structure and strategy within which to ensure strategic communication and thereby achieve a longer-term of sustainability. They have regular contact with current sponsors/donors, encourage them to share the news and information on social

media to entice new sponsors/donors and encourage once-off sponsorships in the hope of enticing them to become a long term donor. The NPOs have also begun to create basic media strategies and are beginning to use social media platforms to create more awareness about their needs a well as their current goals and projects. Through the regular updates and sharing of information on social media, the interest and awareness of the NPOs is reaching newer heights and receiving more once-off donations than before.

FMCG

The FMCG industry, in many instances, is an international brand or company that will align its CSI with the local needs of the country it finds itself within. Local initiatives are sought out by the FMCG within the communities in South Africa, these initiatives are to be aligned with the FMCG's strategy and media plan. These proposed local initiatives are then presented to the global organisation before proceeding to be a part of the sponsorship or NPO strategy. Within this industry there is usually no application process from the NPO, but rather the FMCG aligning its CSI with the local needs of the community. In some cases, the local FMCG would identify existing initiatives similar in nature and based on the objectives of the FMCG and then align their strategy accordingly. The scalability and criteria of evaluation were the deciding factors of which NPO to sponsor. Due to the nature of this approach, aiding NPOs, the NPO would be assisted on a campaign level. The FMCG realises that due the NPOs limited budgets, lack of resources, lack of a marketing department and expertise required to run an effective and efficient campaign it necessitated their involvement. The success of the NPO and corporate exercise relies on all stakeholders getting involved at every level. This included briefing the corporate media agency on the NPO's media requirements, the cost of which would be covered by the corporate company. The involvement of the FMCG helps the NPO to reach specific goals, achieve new awareness, establish new interest and encourage local communities to be more involved with their local NPOs to establish long term sustainability.

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FNB financial industry

FNB re-iterated that the shift in dynamics of simply just donating because it was legislation to aiding the grassroots NPO to establish a proper strategically managed NPO has become vital in the sustainability of the NPO. The sponsors/donors have become more actively involved in helping the grassroots NPOs founders to become more knowledgeable within the various facets pertaining to business, one being strategically aligned with the sponsor/donor company. Secondly, ensuring that the communication strategies are implemented and understood to ensure trust is built to maintain and reinforce a long-term relationship. They receive many applications daily to help many new or existing grassroot NPOs as the needs within South Africa in the current economic climate are increasing and the communities, sponsor/donors and the NPOs are all experiencing the tightening of budgets. For FNB the importance of relationships between the sponsors/donors, the community and the NPO are of importance to encourage transparent dialogue between all the stakeholders.

Research question one focused on the lack of strategic management focus. The dialogue between NPOs and the sponsors or donors were not occurring often enough due to the time constraints from both parties. Limited time is scheduled to present the cause to the sponsor or donor and then the continued communication between the NPO and the donor or sponsor is generally maintained via email. In order to receive initial funding, the NPO is required to do their research and make the primary contact with the potential sponsor or donor. This is not merely done on a whim, it is to be researched, correct procedures and processes are to be followed and the NPO is to ensure that the sponsor or donor being contacted has a CSI policy aimed at providing funds for their type of NPO. The email correspondence is to provide the overview of what has been implemented, how the funds are being spent, what is required (financial or other), what has been achieved, what the new goals are and how to achieve those goals. In many instances the emails are one directional, from the NPO to the sponsor or donor. It was re-iterated from both the

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NPO and the sponsor side that dedicated people from the donors or sponsors were not available due to their other commitments and time constrains. The sponsors and donors rely heavily on the information provided to them via the NPO to monitor the needs and requirements as they simply cannot dedicate staff to the projects, especially if they are supporting more than one NPO or cause.

Strategic management remains a primary concern of the NPO as they are to ensure that they always remain in contact with the sponsor or donor, provide the required information to them, do not inundate them with requests, communicate clearly and concisely, keep them up to date on what is happening within the community, describing changing needs, providing feedback that is quantifiable (shows where the money is being spent) and allowing for the sponsor or donor company to state where and how the funding is to be used. The main ministry NPO interviewed has designed a new approach to their company departments. This has allowed for a renewed perspective on communication channels, increasing the share of information internally and externally, increased goal and task specific objectives and a revised cost structure and budget. A sound leadership framework for an NPO will allow for a clearer plan of action in relation to what can be communicated with the world, with each other within the NPO and allows for accountability and focused results with the NPO. The biggest reason for the establishment of the new framework was due to the ever-declining donations, changes in the social and political landscape within South Africa and the requirement to present a clear and transparent plan of action for the NPO and their relevant sponsors.

Sponsors or donors are aware of the prerequisite for a good strategic management process, but are unable to assist the NPOs in this regard. In the instances of the NPOs interviewed for this research study, the NPOs searched for the expertise within the list of supporters they had established. A general request was sent out to the supporters who then replied with expertise as a part of their non-financial donation. The supporters who are individuals are generally willing to help the NPO as they are passionate about the cause, however the time spent is usually restricted due to

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175

them being employed full time elsewhere. They are willing to provide guidance, direction and advice, but the NPO should have a basis to work from. They are required to have clear ideas and goals and then the individual can provide the necessary skills to translate those goals in to strategies that can be communicated internally and externally.

By the NPO having a clear action plan and strategy it will allow for "a focused, passionate, measurable and communicated performance" of the NPO (Ministries, January 2016).

Research question 2

What effect does poor internal and external communication channels and processes have on the sustainability of a NPO?

The success of any organisation is only as strong as its communication channels and processes. Poor communication leads to loss of important information, miscommunication, lack of clear focus and directionality, misinterpretation, missed opportunity and in many cases the lack of funding. The main concern is that most NPOs are volunteer driven and more than one individual will do the same "job" on a different day. Many NPOs have closed down to the lack of clear communication processes and channels. The NPOs who have been established for at least a decade have realised the importance of creating and implementing clear communication channels, feedback channels and methods of preferred communication with their sponsors and donors. This has become such a vital element to a NPOs survival that a few permanent skeleton staff have been employed full time by the NPO. This however adds to their financial strain as they are to ensure continued funds come in to allow for them to be paid and the needs of the NPO and community to be met.

Strategic change cycle		
Theme	Responses	Theory

Strategy change cycle	From the perspective of donor or sponsorship companies, the limited resources or lack of expertise in NPO management does not allow for them to aid an NPO in a strategy change cycle or ten step strategy change cycle. The NPOs were not aware of a 10 step strategy change cycle, but did provide insight in to their personalised strategies that they have implemented and adapt in the ever changing environment within which they find themselves.	Bryson (2004:32) states that the Strategic Change Cycle is a process model of decision making and not merely a strategic planning process, but rather a model to figure out what you want, why you want it and how to get it.

Outline of questions – Sponsor or Donor
- Are you able to assist them with the implementation of the 10 step strategy change cycle?

Outline of questions – NPO
- What change strategy do you follow?

Discussion – Strategy change cycle
NPOs are realising the importance of open communication between the NPO members, sponsor and donors as well as continuous communication to ensure transparency and free flow of information. The sponsors or donors require the communication to come from the NPO as they do not have the resources to assign one person to each NPO supported.

Systems theory and relationship management

Theme	Responses	Theory
Systems theory and relationship management	Sponsors and NPOs rely on specific systems to be in place to ensure that the transfer and dissemination of information is provided in the correct format for each organisation. Long term relationships are built on solid relationships that rely on open systems of communication and correct relationship management.	The systems theory is a multi-disciplinary approach to knowledge as the principles of a system indicate how things in different fields resemble one another (Littlejohn & Foss; 2005:40). Relationship management play an important role in the effective management and long term sustainability of a NPO as their survival relies on financial donations and contributions made by community members and for-profit organisations.

Outline of questions – Sponsor or Donor
- Do you have regulations and procedures for the NPO regarding communication processes, interaction and relationship management?
- Do you choose new NPOs yearly?

Outline of questions – NPO
- Is long term funding scarce?

Discussion – Strategy change cycle
Due to so many NPOs applying for the same resources many companies choose alternative NPOs each year. The long term funding of NPOs is very scarce and due to the ever increasing numbers of NPOs this is proving more difficult each year. The companies who fund NPOs are also tightening their budgets due to ever increasing costs within companies, an example provided was e-tolls and increased costs of electricity.

Clothing industry

Due to the sponsorships not always being more than a year, the time and resources

required to implement and establish a strategy using the 10 step strategy change

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177

cycle does not prove viable. The NPOs are thus informed that there is a strict application process which addresses certain criteria from the clothing industry in order to be reviewed as a possible NPO sponsorship candidate.

Long term relationships are not always established within the clothing industry as many of the clothing corporates align their sponsorships or donations with a new NPO on a yearly basis in the hopes of spreading the "wealth" and reaching more communities. They are also inundated with applications for funding so their application processes are stringent. One of the main factors influencing the available budgets to support to the NPOs was increased toll fees and increased costs of electricity. This has subsequently negatively impacted the resources available to the NPOs.

Ministry industry

The Ministry industry was unaware that a strategy change cycle existed. They based their strategies on the experiences within the community interactions and discussions with the local communities within which they operated. Upon reading the elements within the change cycle, many of their goals and approaches were already aligned with the change cycle. The ministry has subsequently begun to develop a more detailed approach using the change cycle to aid them in their programmes.

Within this industry there is a larger support programme of funding by individuals involved with the ministry and community, than by larger sponsors/donors. This makes the long term sustainability more difficult as individuals within the current economic climate are not able to provide as much funding or resources previously available. This has caused the ministry to expand its approach and become more involved with larger corporate sponsors/donors, and not necessarily on the financial side but requesting specific items or goods to aid their NPO, for example, formula for a baby from the manufacturer or distributor.

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NPO

The NPOs are realising the increased importance of open communication and the need for an in-depth analysis of the community within which they operate. Even though their strategies were not based on the 10 step strategy change cycle, most of their applications and strategies could fit within the change cycle. The NPO had now been exposed to a detailed process which could aid in their focus of long term sustainability and help them in finding what was missing from their current approaches and begin to form new strategies and approaches.

Due to there being so many NPOs applying for the same grant on a daily basis and the establishment of new NPOs almost on a daily basis, it is evident that funding, moreover, long term funding is scarce. The current economic climate has also seen a rapid decline in sponsorships, once-off donations and long term support. The current sponsors of the NPOs are also tightening budgets and becoming stricter on the application processes and demanding increased accountability to be shown to the sponsor/donor to ensure expenditure is worth the effort by the sponsor/donor.

FMCG

Within the FMCG industry there is a keen interest to aid the NPO in establishing and implementing the strategy change cycle, however the strategy change cycle is complex and involves a lot of work which the FMCG as a sponsor would not be able to justify allocating a large amount of time to. Brief guidelines could be explained, but it would remain the responsibility of the NPO to address each element and attempt to apply it themselves and approach the FMCG to clarify any queries. This will also encourage the NPO to be more strategic and allow for a more holistic understanding of the finer details in establishing long term sustainability.

FNB financial industry

FNB explained that communication was key to any organisations' survival, however in the grassroot NPOs arena, most of the founders of the NPOs were not trained as

179

communicators, business owners, marketers, etc. therefore the need to aid them in becoming familiar with the communication processes, how to build relationships with the community, sponsors/donors and within their organisation was critical to their survival. Constant, honest and transparent communication is important with all stakeholders to establish a long term relationship. This is one of FNB's primary goals within the grassroots NPO industry.

There are no specific procedures and regulations for the NPO to follow with regards to the communication processes, interaction and relationship management, however the FMCG and the relevant stakeholders would sit as a team via a round table and have an in-depth discussion with all the parties involved. Due to this being a lengthy and time consuming process, a strategic decision to be involved on a long term basis rather than choosing new NPOs annually proves an increased delivery on results and a bigger picture of the community's needs to be stablished.

Research question 3

What impact does the lack of internal and external long term relationships have on the sustainability of NPOs?

Dialogue and strategic management		
Theme	**Responses**	**Theory**
Dialogue and strategic management	NPOs are focused on encouraging sponsors and donors to get more involved on a grassroots level so that they have direct contact with the communities they are aiding. Sponsor and donor companies do site visits, but in most instances once a year due to time and resource constraints.	Buber (as cited by Griffin, 2006:78), explains that dialogic communication involves being profoundly open to the other participants in the discussion, while still remaining in the tension between your own individual perspective. Buber defines dialogue as a synonym for ethical communication.
Outline of questions – Sponsor or Donor • Do you want to be more involved on a community (grassroots) level? **Outline of questions – NPO** • Do you want the stakeholders to be more involved on a grassroots level?		

Discussion – Dialogue and strategic management

Communication in a grassroots level is fundamental to the sustainability of an NPO. They directly impact the community and through interaction and dialogue their needs are always conveyed so the NPO can help in fulfilling them. One NPO states that if sponsors or donors are able to interact on a grassroots level and become involved with the community they are supporting are able to build sincere relationships and partnerships for life as they become immersed in the community and see the positive impact they make.

Sponsors and donors on the other hand do not always have dedicated people or time to allocate to such commitments, although they are starting to show interest in becoming more involved, even if one or two people are responsible for these endeavours. Their reasoning is they can then track progress, investments, changes and opportunities and share them with the public on various social media platforms to illustrate the differences they are creating in society. NPOs stress the importance of the sponsor or donor company to have dedicated CSI departments who work with and more importantly understand the communities being served and not purely rely on the NPOs mission or vision they read.

Aim of sustainable management

Theme	Responses	Theory
Sustainable management	There is a necessity from the NPO management side to develop a basic and generic strategic plan that can be adapted to suit the needs of the sponsor or donor company.	Sustainable management of a NPO is affected by multi-faceted elements where strategic communication is the basis of the plan. The interaction and feedback loops provided between the three entities will allow for the goal of sustainable management to occur.

Outline of questions – Sponsor or Donor
- Would you consider providing a generic strategy that NPOs can implement to reach long term sustainability?

Outline of questions – NPO
- Is it beneficial to have a generic strategic plan and communication process which integrates all the elements affecting an NPO?

Discussion – Sustainable management through a generic strategy and communication process

NPOs have a begun to realise the importance of having a basic strategic plan and communication process that can be adapted according to the need that arises. The reason for this is to help eliminate time wastage, resource wastage and to have basic guidelines that can be adapted to provide a more comprehensive approach to fulfilling the needs of the community and the long term sustainability of the NPO. The ministry has developed a new process as from 2016 to ensure that they implement this generic plan to help maintain better control over communication processes, build long term relationships and to keep sponsors or donors aware of their needs.

Donors and sponsors do not provide guidelines, processes or plans. They have stringent processes involved for applications of funding and then rely on the NPO to co-operate with those requirements. They do not have the time, resources or man power to provide plans (albeit generic) to the NPOs as in many instances they change the NPO yearly. They also believe that if the NPO is serious about funding they will comply with their processes so as to make the choice easier.

Clothing industry

Within the clothing industry there are time-constraints and no dedicated teams to addressing the NPO management and strategies. This does not allow for the company to be involved on a grassroots level, but they rely on the detailed application process of the NPO to highlight the needs of the community and for the NPO to establish, maintain and provide feedback to the company. They request this through detailed budgets, newsletters, emails, etc.

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A generic strategy has not and will not be provided to the NPOs applying for funding, they will however need to complete a detailed document set out by the company in the initial application process to determine whether or not the company's goals are aligned with that of the NPO.

Ministry industry

The ministry has dedicated itself to becoming engrained within the community it serves, so as to become a trusted, reliable and open establishment within the community so they trust the ministry to have their best interests at heart. For the survival of the NPO and the ability to aid the community, the ministry bases their strategies in the needs of the community and establishes contact at the grassroots level. The ministry encourages for the sponsors/donors to become more involved on a grassroots level, but also understands the time constraints and lack of task teams available to do so, so they do not force the "issue". The ministry rather provides thorough feedback, constant communication and regular updates (via newsletters and photographs) to show how the funds and products are being utilised.

The Ministry industry has a team consisting of the Secretary, Treasurer, Board members, Founder, Managing director, Supervisors, Logistics manager, Farm manager, Maintenance and Security Manager, Fundraising, PR and Marketing manager, Teachers, Facilitators and Long term volunteers. With their newly established "re-envision" structure for 2016 they have established the channels of communications, responsibilities and departmental structures. This has allowed for ease of communication within the NPO and with their respective sponsors and donors.

NPO

According to the NPO it is imperative for the NPO to have an elected structure that oversees the work of the organisation as well as a management committee that

handles day-to-day decisions. The elected structure consists of the Project Manager or individual who has started the NPO and the various representatives within the community projects. A management committee should consist of the Project Manager, Treasurer and Secretary.

The NPO currently maintains over 300 relationships with members (sponsors and donors) and this is maintained through the implementation of thoroughly monitored financial and activity reports, field visits and ongoing monitoring and evaluation.

The importance of a basic strategy has been identified, and the realisation that this strategy is required to be adaptive to its sponsors/donors is also evident. The strategy must ensure that the community's needs are always the focal point, however the implementation and communication is to adapt to the requirements of the sponsors/donors. Most sponsors/donors require to be emailed detailed updates, financial reviews and budgets, photographs of the community programmes implemented and constant updates on the social media. This illustrates the far-reaching communication strategies required by the NPO to maintain current support and encourage new sponsors/donors to become involved. Facebook is the fastest growing form of encouraging new interest and sponsorships, especially in its ability to share the information freely on its platforms.

FMCG

Within the FMCG industry, they do not necessarily want to be more involved on a grassroots level and do not have the time to get to know the community on a personal level. Often the smaller community initiatives are seen to not have the ability to deliver the 'big impact' results the FMCG desires and the process may require a lot more involvement and work to get the community to a level where the FMCG would consider being more involved. The FMCG prefers to work directly with the NPO who has in-depth knowledge of the community and their needs and is able to aid the community through the sponsorship from the FMCG.

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Within the FMCG industry, a generic strategy for the NPO can be established for the NPO to implement and personalise to suit their own needs, however, the importance of the corporate strategic objectives must not be underestimated. The involvement of too many stakeholders can also blur the lines and become problematic in achieving the goals of the sponsor/donor and the NPO.

A generic strategy would be considered by the FMCG, however, it would require resources at corporate levels which FMCGs do not have. It is also important to understand that the priority level which NPOs assistance sit at within a corporate environment are not always at top-level even though top-level dictates the type and amount of resources to be allocated to the NPO.

FNB financial industry

FNB has begun to help the grassroots NPOs to begin to develop basic strategies for their NPOs to implement to aid the NPO in their goal of long term sustainability. They are under the belief that if you can help the NPO who aids the community to operate correctly, then the community in turn is able to in some way support the economy and the sponsors/donors that help them through the NPO.

Once you have established a core of sponsorships or donors it is important to keep them happy, within the communication loop and up to date with the happenings of the NPO. It is also important to constantly look for new investors (individuals or companies), especially within the difficult economic times South Africa is currently finding itself.

> *Research question 4*
>
> *What impact does the lack of dialogue with the community in relation to their needs, values, beliefs and cultures have on communication effectiveness?*

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184

Behavioural change strategy		
Theme	**Responses**	**Theory**
Behavioural change strategy	Behaviour change strategy is key in the NPO sector as we require to aid those affected in the NPO and to change the behaviour and understandings of those in the immediate community. Dialogue and open communication is established and maintained by the NPO and limited communication by the sponsor or donors directly to the community due to time and availability constraints.	Freire's (1987) dialogical approach believes in starting a behavioural change process or a community development process and then establishing and maintaining a relationship to aid the future and continual development of the community or society. The maintenance of the communication that has already occurred in the initial approach to the dialogical process within a community and for the purpose of behavioural change can be substantiated and maintained through using mass mediums, yet dialogue and the process of participation relies on this the initial establishment of community focused communication to establish trust.
Outline of questions – Sponsor or Donor • Do you require results based on key elements to decide whether or not to reinvest? **Outline of questions – NPO** • Are you aware of all the elements affecting behaviour change and strategy?		
Discussion – Behavioural change strategy Each year sponsors and donors look in to all applications (old or new NPOs) to determine whether or not they will fund their proposal to fulfil a specific need. Alternatively, the organisation might decide to change their CSI initiative each year to provide as many NPOs with help each year. One NPO interviewed stated that most of their funding is done by individuals in the country who have become committed to the cause, even though the donations are small there are a few hundred people donating. They also stated that the corporate company that supports them is based in Europe and that to receive South African company funding is rare as there are so many NPOs requesting support from the South African companies that each year they feel obligated to choose a new one. Most NPOs are not aware of the elements involved from a corporate perspective and funding was and in many instances still is crisis driven – "chasing the money to fill a gap and then chasing some more to fill next one".		

Clothing industry

Within the clothing industry, the focus of CSI changes almost on a yearly basis. If the strategy does however benefit the CSR of the company, then the NPO might receive more than one year of funding. It remains the responsibility of the NPO to maintain communication with the sponsor/donor and ensure continued support by aligning the goals of the NPO, the community needs and the corporation funding the strategy. The clothing industry requires the NPO to be results based to prove that their funding has not been wasted, thereby encouraging a longer-term focus on investment. As long there is a mutually beneficial relationship, the NPO is more likely to receive funding in the following financial year. However, it needs to be highlighted again that within this industry, the applications for sponsorships or donations are ever-increasing so the competitive environment within which the NPO operates is

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185

rife. The NPO retains the responsibility to prove its "deserving" nature of the sponsorship.

The sponsor/donor ensures that the NPO understands it is their responsibility as the NPO to establish behaviour change within which it ultimately proves that it is accomplishing its goals and the funds are being utilised to bring about change.

Ministry industry

Within the Ministry industry, the NPO was not aware of the elements involved from a corporate perspective and funding was, and in most instances still is, crisis driven. There has been an increased awareness on strategies and the need for continuous funding so there has been a shift in the ministry strategy to "stop chasing the money" and to rather focus on achieving and sustaining long term funding from corporates as well as individuals. Again, due to the economic climate, the ministry has focused on achieving new and smaller donations from many more individuals by requesting less large amounts and rather requesting smaller sponsorships or items on a "need list" such as formula or medication. One initiative is to sponsor a cot for R200 a month, which has proven to be viable to many more individuals who were not aware of the impact a smaller donation could have on helping an NPO.

NPO

The NPOs within South Africa have begun to explore world-wide funding opportunities as the economic climate within South Africa has led to a decrease in financial support. However, in the past year or so, smaller international companies have pulled out of funding NPOs and thus in in turn have left the financial burden as such on the much larger corporations who are internationally founded. One larger NPO within South Africa stated that the only corporate sponsorships received were from a company based within Europe, locally it relied on individuals who shared a passion for the same community programme to donate time, money or any other physical items required to keep the NPO afloat and helping the community.

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FMCG

Within the FMCG industry, results are to be based on key elements. It is required to be a mutually beneficial partnership for any strategy to be successful. The FMCG as a sponsor/donor has specific objectives which are to be achieved as well the NPO is required to achieve within the community it serves. The results however are dependent on the type of strategy and objectives involved.

Within the FMCG industry a long term approach is applied to sponsoring an NPO to ensure that the short-term and goals of the FMCG and the NPO can be achieved. Sponsorships from the FMCGs are implemented locally, but the budgets are determined at an international level.

FNB financial industry

The understanding of how FNB now operates within the NPO sector, is that without listening to the community, without having good relationships with the elders, or community leaders and without following due processes that the community requires, the efforts of the NPO can be futile. FNB aids the grassroots NPO to facilitate community directed and approved communication from which the NPO can then follow the requested community guidelines so that their relationship with the community can be established, built and maintained over the long term so that change and support is continuous.

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Mass media and Health communication – Media analysis		
Theme	**Responses**	**Theory**
Mass media and Health communication	Mass media has grown and developed significantly over the last 10 years. The most popular mediums used by the NPOs in South Africa are Facebook and Twitter. Most NPOs have linked their Facebook and Twitter accounts so that the updates are simultaneous.	Mass communication can be broadly defined as the "industrialised production and multiple distribution of messages through technological devices" (Turow, 2009:17). Advancing technology and globalisation has allowed for the increase in dependency on mass media (Wan & Gut, 2008:29). The simplest way to define social media is to see it as a new group or kind of online media which share the following characteristics (Mayfield, 2008): • Participation • Openness • Conversation • Community • Connectedness

Outline of questions – Sponsor or Donor
- Do you make your followers aware of the charities or NPOs you aid?
- Do you encourage the use of social media by the NPOs you are sponsoring so as to utilise your donations better?
- Do you aid the NPO to build an online strategy and presence?

Outline of questions – NPO
- What information is required to define the parameters and details of the community's communication system?
- What media channels or combinations would meet the community's needs?
- Who can make what media available to it, at what cost, for what purpose?
- Do you have a social media following?
- Do you believe it is important? Why or why not?
- If you do have one, have you got a dedicated individual running the platform?
- Do you find it responsive and supportive?
- How rapidly are you growing?

Discussion – Mass media and Health communication

As sponsors they do not advertise for NPOs to approach them using mass media, they rely on being contacted by the NPO themselves and then for the NPO to follow protocol and processes set out by the company. They do however on occasion link their pages to those of the NPO to show which CSI they are involved with for a specific period of time.

Health communication is important in all countries and this is largely done through the government. They however rely on specific NPOs to be the direct contact between the community and themselves as the country has so many diverse cultures and needs.

Mass media can no longer be generic and one sided. It should be specific to a geographical area and communicated to the community in a personal and targeted way to uplift and mobilise the community rather than scare them in to action. The NPOs have built a rapport with the communities and are trusted by them, thereby opening this channel of communication and interaction.

Discussion – Social Media

Through increased shares and likes from supporters the news is spread not only locally, but internationally. The financial support can now be received globally from many individuals. Facebook has allowed for an increase of individuals becoming sponsors, even though their donations are small the number of people aware of the need is large, thereby contributing financially to the sustainability of the NPO.

In some cases, a specific person sharing the post requesting assistance or naming the NPOs need might not be able to assist financially, but through sharing it on Facebook they make others on their contact list aware of the need and they may be able to help or post it again, increasing the reach quicker and further than an email.

NPOs rely on their own abilities to use social media and then on their supporters to share the needs and wants of the NPO on their social media platforms. The sponsors or donors do not have the time or support to aid the NPO to do this as they are busy with sustaining their own company's need and communication channels. The NPOs are adapting their approaches and strategies as they grow and develop. They also request for help from their supporters which in many cases happens as the supporter may have the expertise in social media and communication, but not be able to aid financially so they donate their time and skills.

Social media has also allowed for new virtual communities to be established in which people with shared interests and visions can be a part of the community and aid the NPO to reach their goals and accomplish a lot more. The communities on Facebook are growing rapidly and the NPOs have stated that support is increasing and aiding in the long term sustainability of the NPO as the communities are as passionate about the cause as the NPO and they help in any way they can. NPOs are also using social media to commend supporters and sponsors so people can see where their money is going, how their expertise is being used and they themselves are receiving free exposure through the community sharing their plight.

Clothing industry

The clothing industry uses the media platforms such as Facebook and Twitter on a daily basis to encourage followers to become brand ambassadors and to increase their exposure within the industry. In some instances, they do post links of charities they support and photographs of the events attended in supporting the NPOs, but they do not establish a Facebook or Twitter campaign for the NPO. It remains the responsibility of the NPO to establish, maintain and share their own pages within the social media platforms. Time is not available to establish an online strategy for the

NPOs, rather it is encouraged for the NPO to link with the sponsor/donor and align their online presence with that of the sponsor. An occasional link will be shared by the corporate sponsor/donor if it is beneficial to their online campaign.

Ministry industry

A clear and concise action plan is required to be established by the NPO in terms of communication channels (internally and externally), funding department, management, community liaison and marketing. It primarily falls on to the proverbial shoulders of the marketing lead NPO manager or contact to ensure the creation, building and maintaining of long term relationships.

Internally the focus is to be on long term dedication, especially by the volunteers who are involved and who do not receive financial compensation for the work done for the NPO. The core team of individuals who created the NPO are required to ensure their dedication and long term commitment to the NPO as well as volunteers and sponsors require a good team to receive the money and "run" with the implementation of the plans at the community level. The relationships established with the community are based on trust and reliability, thus the contact person should be constant, trusted and familiar to the community.

NPO

The NPO has established its own online presence and invited all its current sponsors/donors to become followers of the NPO. They are also encouraged to share the cause with their friends on Facebook to increase the reach of the NPO both locally and internationally. The NPO is also able to share various ways in which the individuals can contribute financially and in other ways to support the growing need of the community.

It is not possible to have one individual focused on on-line media as most NPOs are volunteer based, thus each volunteer is encouraged to share posts, links and

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messages on the platforms to be continuously "top-of-mind". Within all communication shared with the sponsors and donors, links of the various media platforms are available at the bottom of all communications via email, websites, etc. This encourages the individual or the sponsors to link and follow the strategies and if the newsletters are shared, new people can become informed and involved.

FMCG

Within the FMCG industry, the people that purchase the products of the FMCG are requiring to see more of a presence of these organisations within community and to see just how they are being involved on a CSI platform. Social media has allowed for accountability to be more visible to the users of the products as they can now link to the company via Facebook or Twitter and view real-time strategies and CSI. The FMCG are also encouraging their followers to be more involved with the charities they are supporting by making them aware of the campaigns, the communities they are helping and how to become more involved as an individual within society. They are also illustrating that the individual does not need to be financially involved, but can contribute to the cause in other ways. The FMCG uses all digital media platforms with ether a logo and blurb and a link to where individuals can access more information about the NPO.

FNB financial industry

FNB has begun to educate the grassroot NPOs founders and main volunteers on implementing proper media strategies and how to use platforms such as Facebook, Twitter, etc. to build awareness and spread the news of their needs to help the community they are serving and to increase their awareness in the hopes to encourage more sponsors/donors to be a part of their stakeholders that can help the grassroots NPO. They have also realised that this can only be done through the use of technology such as smart phones and laptops with internet access, which is now also a primary factor being implemented in the NPOs to facilitate media communication.

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191

By having a constant and familiar contact to liaise with, the more willing the community is in establishing and maintaining an open and honest channel of communication. With regards to the sponsors or donor companies, if a long term relationship is established that person from the NPO learns how to interact and communicate with the sponsor or donor on their terms and fulfil their requirements in order to receive the sponsorship on an ongoing basis. The NPOs and sponsors still believe that the best way to achieve long term sustainability and relationships is to have dedicated CSI departments or a small group of individuals who have worked with or regularly interact with the communities involved so they have a first-hand experience of what the NPO is striving towards and not just merely understand the vision or mission of the NPO.

5.3 CONCLUSION OF FINDINGS

This study contributes to the aim of establishing long term sustainability of NPOs within South Africa by determining the importance of stakeholder management and dialogue within and between an NPO and its sponsors. The management and dialogue is to be ever evolving and continuous between NPOs, communities and sponsors, especially in South Africa as the climate within which the NPOs and communities operate are faced with new daily challenges, especially from the economic perspective. It is important to remember that communities serviced by NPOs are generally affected by culture, politics and suspicion thus communication should always be "learner" focused not "saviour" focused. The NPO has the most experience with the community so long term, honest and open channels of communication allow for the community to view the NPO as a learner who wants to learn about their community and aid them in seeing the bigger picture and empower the community to become their own saviours.

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An integrated diagrammatic illustration showing all the elements found within the communication process of the various stakeholders involved in the sustainability of the NPO illustrates the complexity of the communication found within each organisation. Through a detailed illustration of the NPO and the stakeholders one can identify where and how adjustments can be made to encourage the goal of long term sustainability. The self-conceptualised diagram illustrated in 5.2 below can be broken down in the three distinct communication processes followed by the three elements affected by communication, namely the community, NPO and donors.

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Figure 5.2: **Detailed identification of the flow of communication**
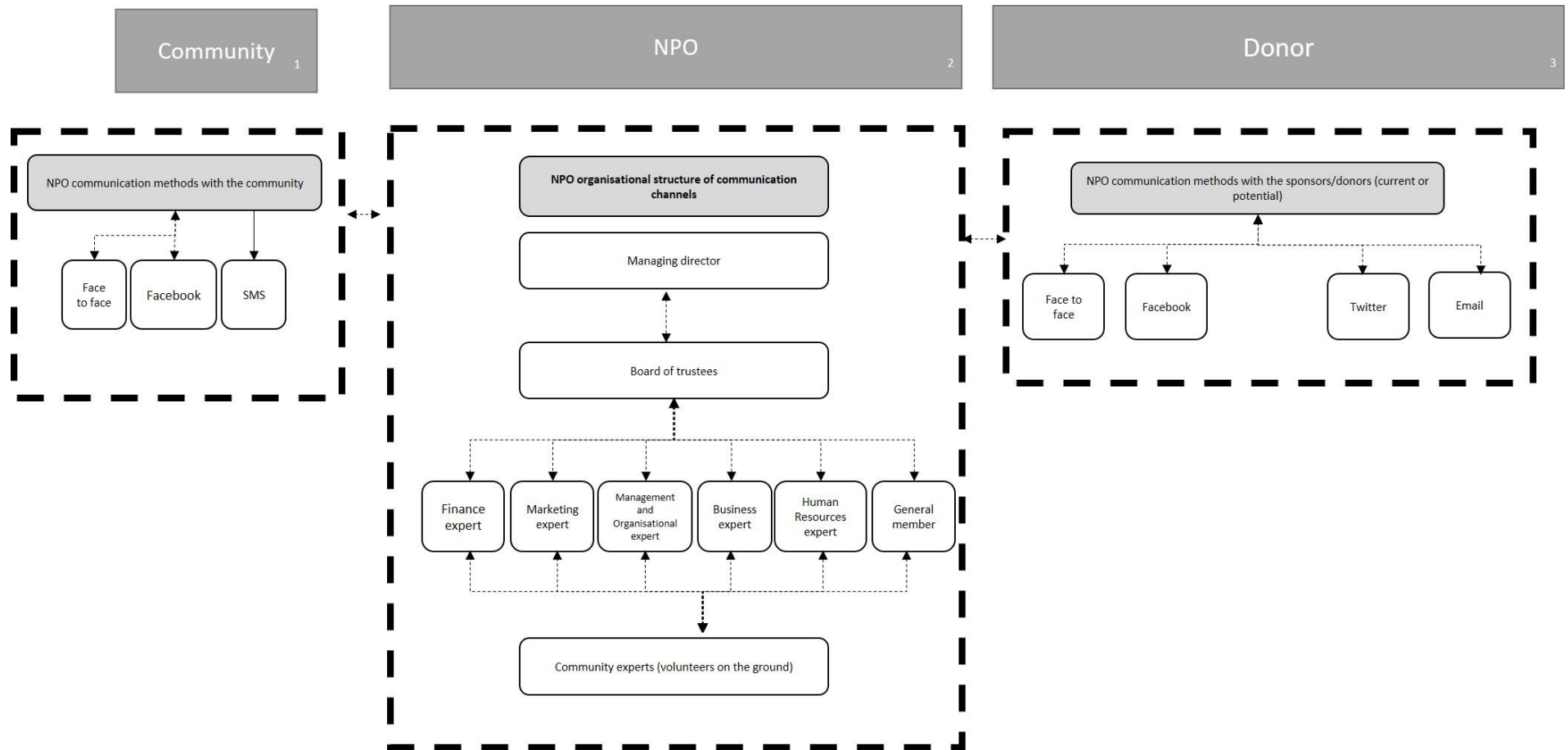
By detailing all the elements found within the broad categories of the community, NPO and Donors, new communication segments and channels can be identified and established which in turn can be used as a basis to create strategies of implementation and goal orientated strategies for each department. Thereby, each department and facet becomes responsible for their performance and contributes to the holistic performance of the NPO. If each facet is able to achieve realistic goals within their specific department, continued goal achievement and relationship building can be achieved both internally and externally.

The researcher suggests the basic use of the above diagram will help establish a way forward for the NPOs within South Africa. They can use the generic model as a basis or template from which they can then manipulate it to suit their specific needs and requirements. Through understanding the communication processes within the various departments the challenge of sustainable management decreases as the NPO has clearly defined goals and needs which can be openly communicated to the sponsors and donors and the framework can be adapted to suit the application processes of the sponsor or donor company.

5.4 LIMITATIONS OF THE STUDY

The most difficult part of the study was to find reliable sponsors to interview. Many promised to reply and aid in the study, but when the follow ups were made to receive their feedback the consistent reply of "we just do not have the time to meet or reply in depth" was received. As much as the grassroots NPOs wanted to participate in the study to benefit their own organisation the lack of constant contact with the same volunteers, the lack of time from the sponsors/donors sector and the lack of proper teams to facilitate communication, were mentioned as realities they are faced with. The five case studies in the following Clothing, NPO, Ministry, FMCG and financial sectors, who did take part in the research provided the necessary understanding that grassroots NPO in general in the industry suffer. This proves to

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make studies within this field very difficult as it once again highlights the necessity for all sponsors and donors within a corporate setting to have a dedicated team. The unforeseen research process thus ended up being a comparative case study of five industries, namely, the Clothing, NPO, Ministry, FMCG industry and the FNB financial industry.

The NPOs however tried their best in answering the questions. By receiving detailed responses from four major industries, namely the clothing, ministry, NPO and FMCG industries, a holistic understanding of the challenges faced by these industries regarding the NPOs and their long term sustainability has been identified and experienced. Before beginning a study within this NPO industry, one has to realise that the following challenges are faced on a daily basis from both all the stakeholders involved. Namely, the lack of time to be involved in in-depth interviews or focus groups; NPOs being volunteer-run does not allow for continued feedback or communication or even the opportunity to interview the NPO in-depth; the desire to help in the research studies, but not actually having a dedicated person to help; the lack of people centred resources by the sponsors/donors to be involved more on community or grassroots level.

5.5 CONCLUDING REMARKS

An ever increasing volatile economy within South Africa is seeing the rise of needs within communities and their respective NPOs being unable to sustain and fulfil these needs. NPOs are struggling to keep afloat, their needs are rising on a daily basis and the state of the communities is becoming dire. Sponsors and donors are seeing a decrease in CSI spend due to increased taxes, costs of transport, etc. This inadvertently has a ripple effect within the economy as well as the NPO sector.

Even with an established strategy, the long term sustainability of the NPOs within South Africa will now require the Government, sponsors/donors, NPOs, communities

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and individual stakeholders to all work cohesively as a whole. This is going to prove a momentous task as this will be a country wide, in-depth and resource driven project. However, it will become a necessity in order to save communities and NPOs who are trying their utmost to survive.

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211

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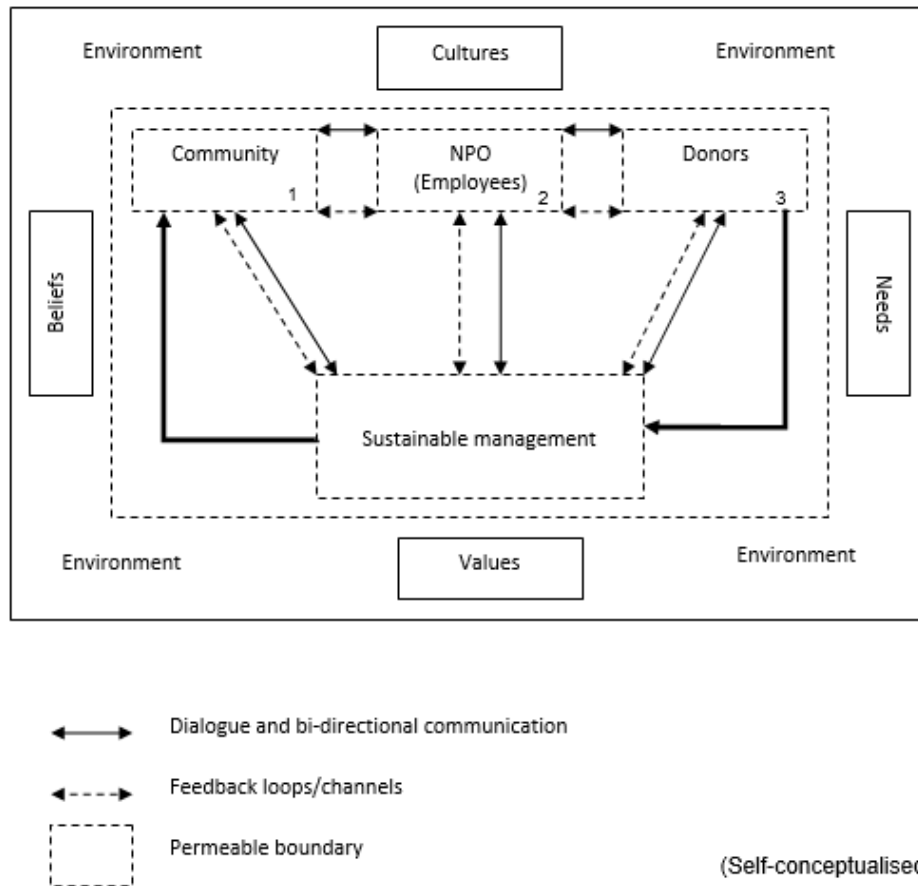Yoon, C.K. (2004). Participatory Communication for Development. *Parcom.* Available from http://www.southbound.com.my/communication/parcom.html

Appendix A: NPO Questionnaire

THE ROLE OF STAKEHOLDER DIALOGUE IN THE SUSTAINABLE MANAGEMENT OF HIV/AIDS NON-PROFIT ORGANISATIONS

Dear Interviewee, the questions below will help me with the research I am doing to determine how you communicate, interact, etc. with your donors / stakeholders to aid in the sustainability of an NPO. Please can you provide as much detail as possible? You are welcome to send me any documentation, etc. that has the detail below as well or any other additional documentation that you deem appropriate or helpful. I thank you in advance for helping me complete my research dissertation. All information is confidential and will be treated with respect and care. I will gladly send you a copy of the final research dissertation as well.

1. How do you as an NPO select the sponsorship / donor organisations you want to approach?

2. Do you request the sponsor/donor company to assist with media communication strategies?

3. Do you have an existing strategy that you are following to maintain sustainability?

4. Who liaises with the various stakeholders?

5. How often do you communicate with them?

6. How do you maintain communication with them?

7. What change strategy do you follow as an NPO?

8. Sustainability over the long term is your primary goal in order to achieve the goals you have set out to help your community. Do you find long term funding scarce?

9. Do you want the stakeholders and sponsors to be more involved on a grassroots (community) level?

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Figure 2.5: The aim of this study

In detail Figure 2.5 can be explained as follows: Dialogue exists between the community, NPO and Donors on a horizontal platform to allow for communication to flow easily between each entity and on an equal playing field where each element is seen as equally important. The permeable boundaries of each system will allow for adaptions and changes to occur as and when needed by each system to ensure continuous growth and adaptation of processes and goals. The interaction and feedback loops provided between the three entities will allow for the goal of sustainable management to occur. These three systems (community, NPO and donors) are continuously being affected by the needs, values, beliefs and cultures of the environment they are trying to aid, thereby having the permeable boundaries it will allow each system to adapt as necessary and the whole supra-system to function within this challenging and ever-changing environment.

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10. The model above is a model I developed to show how communication channels could be to increase long tern sustainability of the NPO. Do you believe it is a realistic representation of something achievable?

11. Would you benefit from a generic strategic plan and communication process which integrates all the elements that affect you as a NPO?

Behavioural change theories overview

Key Element	Definition	Strategies for Behaviour Change
Threat	A danger or harmful event of which people may or may not be aware	Raise awareness that the threat exists, focusing on severity and susceptibility
Fear	Emotional arousal caused by perceiving a significant and personally relevant threat	Fear can powerfully influence behaviour and, if it is channelled in the appropriate way, can motivate people to seek information, but it can also cause people to deny they are at-risk.
Response efficacy	Perception that a recommended response will prevent the threat from happening	Provide evidence of examples that the recommended response will avert the threat
Self-efficacy	An individual's perception of or confidence in their ability to perform a recommended response	Raise individual's confidence that they can perform response and help ensure they can avert the threat
Barriers	Something that would prevent an individual from carrying out recommended responses	Be aware of physical or cultural barriers that might exist, attempt to remove barriers
Benefits	Positive consequences for preforming recommended response	Communicate the benefits of performing the recommended response
Subjective norms	What an individual thinks other people think they should do	Understand with whom individuals are likely to comply with
Attitudes	An individual's evaluation or beliefs about a recommended response	Measure existing attitudes before attempting to change them
Intentions	An individual's plans to carry out the recommended response	Determine if the intentions are genuine or proxies for actual behaviour
Cues and action	External or internal factors that help individuals make decisions about a response	Provide communication that might trigger individuals to make decisions

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Key Element	Definition	Strategies for Behaviour Change
Reactance	When an individual reacts against a recommended response	Ensure individuals do not feel they have been manipulated or are unable to avert the threat

(CommGap, 2013)

12. Are you aware of all these elements when you conduct research and implement campaigns?

Ten steps	Description	Application
Step 1 Initiate the agreement	• Identifying the issues leading to recognition of need for a strategic planning process. • Determining the readiness of the organisation for strategic planning. • Identifying the key stakeholders both internally and externally that will be involved with the strategic planning process.	• Need to be a strategically focused NPO is vital to long term sustainability. • Key stakeholders: volunteers, media, donors, sponsors and community.
Step 2 Identify the organisational mandates	• Requirements • Expectations	• Identifiable social and political demands the NPO seeks to fulfil.
Step 3 Identify the organisational Mission/ Values	• Seek to answer six critical questions Who are we as an organisation or community? What are the general basic social or political needs we exist to fill or meet or address? What do we do in a general sense to recognise or anticipate those needs or problems? How should we respond to our key stakeholders? What is our philosophy and our core values? What makes us distinctive and unique?	• An HIV/AIDS NPO exists to fulfil the need of a growing problem – HIV/AIDS orphans. Their goal is to be sustainable over the long term, care for and potentially home these orphans, provide stability, health care, a nurturing environment and a sense of family. • Constant research of the HIV/AIDS pandemic needs to be done to ensure the latest figures are available. • Stakeholders are an integral part in the sustainability of a NPO so the responses and interactions need to be constant. • The NPO needs to make the stakeholders aware of their individuality and uniqueness in order to ensure long term relationships and thereby long term funding,

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		volunteering and aid.

Step 4 Conduct environment assessments	• External environments consists of forces and trends, key resources controllers and competitors and collaborators. Forces and trends: Political, economic, social, technological, educational and psychological Key resource controllers: clients, customers, payers, members, regulators. Competitive forces and collaborative forces. • Internal environment Human resources (Staff and volunteers). Financial environment (Cash and in-kind). Capital environment (Facilities and equipment). Organisational effectiveness and efficiency. Organisational processes. • SWOT analysis by staff, board members and external stakeholders	• NPOs in South Africa face the possibility of closing down on a daily basis as there is an ever increasing number of NPOs in need of financial aid. • The economy is struggling so organisations are cutting their CSR funds. • Community members are struggling financially in the economic tough times so the donations from the average person is on the decline.
Step 5 Identify strategic issues	• Direct approach, goals approach, vision of success approach, oval mapping, indirect approach, tensions approach and systems analysis	• Whatever approach is adopted by the NPO, it should be strategically managed and implemented.
Step 6 Identify organisational strategies	• The interplay of the SWOT analysis done in step 5 Focus on what is really important. Focus on issues, not answers. Always results in creative tension which is vital to prompting organisational change.	• NPOs are required to do this internally, about their environments and for each set of stakeholders to ensure a holistic approach is achieved and implemented.
Step 7 Strategise and plan the review and strategise the adoption	• Flow directly from SWOT • Strategic choices to be made are invest, defend, damage control / divest and decide • Prioritise programs • Identify core future strategies • Summarise the programme scope and scale • Set goals and objectives	• This is complex and integrated due to the vast number of stakeholders and the necessity for constant adaptation and feedback required by the NPO to ensure constant communication and relationship building.
Step 8 Describe the organisational	• Must demonstrate increased future effectiveness and efficiency • Organisation should respond more completely to the full spectrum of legitimate demands placed on it by	• For a NPO the future is uncertain and volatile once again due to the negative economic environment, the increasing number of NPOs, the lack of government funding, the decline in

future	stakeholders • Vision should be viable and resilient especially in the volatile South African market	donations from the general public and the decrease in CSR.
Step 9 Implement the plan	• Engagement with stakeholders is vital to the success of the plan	• Complex in nature as the plan needs to accommodate all the stakeholders involved to ensure that support and long term relationships are built with all stakeholders.
Step 10 Plan the strategy. Reassessment	• Requires continuous reporting and revising • Consistency of follow-through and follow-up is required	• The NPO may not have the resources to constantly provide reports, yet for many stakeholders, especially sponsors and donors, this is vital to retain constant financial contributions and the survival of the NPO.

13. What information is needed to define the parameters and details of the community's communication system?

14. What media channels or combinations would meet the community's needs?

15. Who can make what media available to it, at what cost, for what purpose?

16. Do you have a social media following?

17. Does social media contribute to the possibility of social transformation?

18. Do you believe it is important? Why or why not?

19. If you do have one, have you got a dedicated individual running the platform?

20. Do you find it responsive and supportive?

21. How rapidly are you growing?

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Appendix B: Sponsor or Donor Questionnaire

THE ROLE OF STAKEHOLDER DIALOGUE IN THE SUSTAINABLE MANAGEMENT OF HIV/AIDS NON-PROFIT ORGANISATIONS

Dear Interviewee, the questions below will help me with the research I am doing to determine your role as the stakeholder (sponsor/donor) within the sustainability of an NPO. Please can you provide as much detail as possible? You are welcome to send me any documentation, etc. that has the detail below as well or any other additional documentation that you deem appropriate or helpful. I thank you in advance for helping me complete my research dissertation. All information is confidential and will be treated with respect and care. I will gladly send you a copy of the final research dissertation as well.

1. What process or procedure is followed by you as an organisation in choosing the NPO you wish to sponsor? i.e. do you have a specific application process?
2. Do you assist in the communication, media output and strategies of the NPO?
3. Do you guide the NPO with strategic planning and long term goal achievement?
4. Do you guide them in establishing a functions list so they can obtain sustainability if your organisation decides to aid another NPO?

5. If a NPO had a cause that you were willing to support and approached you with the ten step strategy change cycle and requested help in developing this for their NPO:

   a. Would you have the willingness to aid them?

   b. Would you have the manpower or resources to help them?

Ten steps	Description	Application
Step 1 Initiate the agreement	• Identifying the issues leading to recognition of need for a strategic planning process. • Determining the readiness of the organisation for strategic planning. • Identifying the key stakeholders both	• Need to be a strategically focused NPO is vital to long term sustainability. • Key stakeholders: volunteers, media, donors, sponsors and community.

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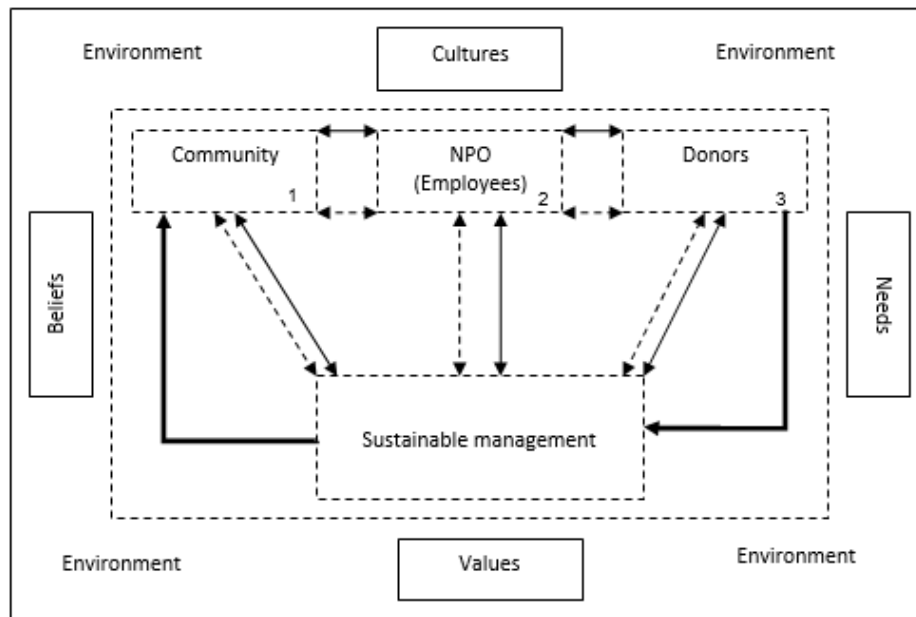|		
	internally and externally that will be involved with the strategic planning process.	
Step 2 Identify the organisational mandates	• Requirements • Expectations	• Identifiable social and political demands the NPO seeks to fulfil.
Step 3 Identify the organisational Mission/ Values	• Seek to answer six critical questions Who are we as an organisation or community? What are the general basic social or political needs we exist to fill or meet or address? What do we do in a general sense to recognise or anticipate those needs or problems? How should we respond to our key stakeholders? What is our philosophy and our core values? What makes us distinctive and unique?	• An HIV/AIDS NPO exists to fulfil the need of a growing problem – HIV/AIDS orphans. Their goal is to be sustainable over the long term, care for and potentially home these orphans, provide stability, health care, a nurturing environment and a sense of family. • Constant research of the HIV/AIDS pandemic needs to be done to ensure the latest figures are available. • Stakeholders are an integral part in the sustainability of a NPO so the responses and interactions need to be constant. • The NPO needs to make the stakeholders aware of their individuality and uniqueness in order to ensure long term relationships and thereby long term funding, volunteering and aid.

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Step 4 Conduct environment assessments	• External environments consists of forces and trends, key resources controllers and competitors and collaborators. Forces and trends: Political, economic, social, technological, educational and psychological Key resource controllers: clients, customers, payers, members, regulators. Competitive forces and collaborative forces. • Internal environment Human resources (Staff and volunteers). Financial environment (Cash and in-kind). Capital environment (Facilities and equipment). Organisational effectiveness and efficiency. Organisational processes. • SWOT analysis by staff, board members and external stakeholders	• NPOs in South Africa face the possibility of closing down on a daily basis as there is an ever increasing number of NPOs in need of financial aid. • The economy is struggling so organisations are cutting their CSR funds. • Community members are struggling financially in the economic tough times so the donations from the average person is on the decline.
Step 5 Identify strategic issues	• Direct approach, goals approach, vision of success approach, oval mapping, indirect approach, tensions approach and systems analysis	• Whatever approach is adopted by the NPO, it should be strategically managed and implemented.
Step 6 Identify organisational strategies	• The interplay of the SWOT analysis done in step 5 Focus on what is really important. Focus on issues, not answers. Always results in creative tension which is vital to prompting organisational change.	• NPOs are required to do this internally, about their environments and for each set of stakeholders to ensure a holistic approach is achieved and implemented.
Step 7 Strategise and plan the review and strategise the adoption	• Flow directly from SWOT • Strategic choices to be made are invest, defend, damage control / divest and decide • Prioritise programs • Identify core future strategies • Summarise the programme scope and scale • Set goals and objectives	• This is complex and integrated due to the vast number of stakeholders and the necessity for constant adaptation and feedback required by the NPO to ensure constant communication and relationship building.
Step 8 Describe the organisational	• Must demonstrate increased future effectiveness and efficiency • Organisation should respond more completely to the full spectrum of legitimate demands placed on it by	• For a NPO the future is uncertain and volatile once again due to the negative economic environment, the increasing number of NPOs, the lack of government funding, the decline in

future	stakeholders • Vision should be viable and resilient especially in the volatile South African market	donations from the general public and the decrease in CSR.
Step 9 Implement the plan	• Engagement with stakeholders is vital to the success of the plan	• Complex in nature as the plan needs to accommodate all the stakeholders involved to ensure that support and long term relationships are built with all stakeholders.
Step 10 Plan the strategy. Reassessment	• Requires continuous reporting and revising • Consistency of follow-through and follow-up is required	• The NPO may not have the resources to constantly provide reports, yet for many stakeholders, especially sponsors and donors, this is vital to retain constant financial contributions and the survival of the NPO.

6. Do you have regulations and procedures for the NPO to follow with regards to communication processes, interaction and relationship management?

7. Sustainability of a NPO is the biggest challenge the NPO faces. Do you as an organisation choose a new NPO yearly?
    Please motivate why or why not.

8. Do you want to be more involved on a grassroots (community) level?

Figure 2.5: The aim of this study

In detail Figure 2.5 can be explained as follows: Dialogue exists between the community, NPO and Donors on a horizontal platform to allow for communication to flow easily between each entity and on an equal playing field where each element is seen as equally important. The permeable boundaries of each system will allow for adaptions and changes to occur as and when needed by each system to ensure continuous growth and adaptation of processes and goals. The interaction and feedback loops provided between the three entities will allow for the goal of sustainable management to occur. These three systems (community, NPO and donors) are continuously being affected by the needs, values, beliefs and cultures of the environment they are trying to aid, thereby having the permeable boundaries it will allow each system to adapt as necessary and the whole supra-system to function within this challenging and ever-changing environment.

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9. The model above is a model I developed to show how communication channels could be to increase long term sustainability of the NPO. Do you believe it is a realistic representation of something achievable?

10. An organisation can achieve long term sustainability through collaborative processes and procedures. The elements indicated in diagramme 2.6 indicate just how they all impact one another to reach this goal of any NPO. Would you consider developing a generic strategy with a NPO that can be implemented in order to reach sustainability?

Behavioural change theories overview

Key Element	Definition	Strategies for Behaviour Change
Threat	A danger or harmful event of which people may or may not be aware	Raise awareness that the threat exists, focusing on severity and susceptibility
Fear	Emotional arousal caused by perceiving a significant and personally relevant threat	Fear can powerfully influence behaviour and, if it is channelled in the appropriate way, can motivate people to seek information, but it can also cause people to deny they are at-risk.
Response efficacy	Perception that a recommended response will prevent the threat from happening	Provide evidence of examples that the recommended response will avert the threat
Self-efficacy	An individual's perception of or confidence in their ability to perform a recommended response	Raise individual's confidence that they can perform response and help ensure they can avert the threat
Barriers	Something that would prevent an individual from carrying out recommended responses	Be aware of physical or cultural barriers that might exist, attempt to remove barriers
Benefits	Positive consequences for preforming recommended response	Communicate the benefits of performing the recommended response
Subjective norms	What an individual thinks other people think they should do	Understand with whom individuals are likely to comply with
Attitudes	An individual's evaluation or beliefs about a recommended response	Measure existing attitudes before attempting to change them
Intentions	An individual's plans to carry out the recommended response	Determine if the intentions are genuine or proxies for actual

227

Key Element	Definition	Strategies for Behaviour Change
		behaviour
Cues and action	External or internal factors that help individuals make decisions about a response	Provide communication that might trigger individuals to make decisions
Reactance	When an individual reacts against a recommended response	Ensure individuals do not feel they have been manipulated or are unable to avert the threat

(CommGap, 2013)

11. Do you require results based on the key elements above in order to decide whether or not to reinvest?

12. Do you make your followers aware of the charities or NPOs you aid?

13. DO you encourage the use of social media by the NPOs you are sponsoring so as to utilise your donations better?

14. Do you aid the NPO to build an online strategy and presence?

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228