



# **The impact of coalition government on service delivery: City of Tshwane metropolitan**

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## **ABSTRACT**

Municipalities in South Africa play a central role in propelling the national government's development agenda and ensuring that the culture of democracy within municipalities is entrenched. However, a number of problems are bedevilling the local government system in the country. These include the failure to promote and improve growth in the communities under which the municipalities operate. Frequent protests and demonstrations, sometimes violent, are reflective of popular perceptions that local governments have failed to fulfil their electioneering promises of good service delivery. The August 2016 local government elections changed the South African political landscape. Since there was no outright winner in the three metropolitan municipalities of Gauteng (Tshwane, Johannesburg and Ekurhuleni), coalitions and/or other kinds of voting agreements were needed to form municipal councils to co-govern the municipalities. Therefore, this study interrogates the impact of coalition government on service delivery using the City of Tshwane Metropolitan as a case study. Using the quantitative approach, this investigation sought to address the research questions raised in this study. Figures and tables obtained from quantitative analysis provided by SPSS were used in presenting the findings. Using a sample of 150, a satisfactory response rate of 86% was achieved. The reliability of the data obtained from the participants was tested using Cronbach's Alpha test from the SPSS. A value of .83 was obtained showing that the data is highly reliable. Consequently, some of the findings indicate that most of the respondents disagree that there is quick response to service-related complaints in the City of Tshwane.

In terms of electricity supply, water supply and refuse removal services, some residents are satisfied and some are not satisfied with the quality of service received. On fiscal probity, 49% of respondents agree that local councillors are corrupt. The majority of residents disagree that councillors have been effective in providing basic service delivery under the coalition, and also disagree that there is effective communication between the local government and the community. The primary aim of this study is to assess the impact of the government coalition on service delivery. While the strides achieved through the government coalition of 2016 in the City of Tshwane, are acknowledged in this research, the overall findings do not suggest a positive impact. Reviewed literature indicated that the positive results of government coalition take time and there are challenges that both parties need to overcome. This study is a confirmation. Recommendations were made on how to improve the quality of service under the current administration of the Municipality.

**Keywords: Service Delivery, Coalition government, Local government, Development.**

## DECLARATION

I, **CHRISTINA MPANGALASANE**, solemnly declare that this work, **The impact of coalition government on service delivery: City of Tshwane Metropolitan**, is my own work. It has never, on any previous occasion, been presented in part or whole to any institution or board for the awarding of any degree. I further declare that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

.....

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## LIST OF ABBREVIATIONS

UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
RSA	Republic of South Africa
ANC	African National Congress
DA	Democratic Alliance
EFF	Economic Freedom Fighters
GHS	General Household Survey
SSA	Statistics South Africa
IEC	Independent Electoral Commission
CoT	City of Tshwane
CoGTA	Department of Cooperative Governance and Traditional Affairs
LED	Local Economic Development
CWP	Community Work Programme
IUDP	Integrated Urban Development Grant
MIG	Municipal Infrastructure Grant
MIIF	Municipal Infrastructure Investment Fund
COGTA	Cooperative Governance and Traditional Affairs
MSA	Municipal Systems Act
APP	Annual Performance Plan
IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
UNDP	United Nations Development Programme
SDG	Sustainable Development Goals
UN	United Nations
UNHDI	United Nations Human Development Index
GDP	Gross Domestic Product
WPTPSD	White Paper on Transforming Public Service Delivery
SANCO	South African Civic Organization

EU	European Union
TDP	Telegu Dasam Party
INLD	Indian National Lok Dal
BJP	Bharatiya Janata Party
IFP	Inkatha Freedom Party
GNU	Government of National Unity
DP	Democratic Party
NNP	New National Party
UDM	United Democratic Movement

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# 1 CHAPTER ONE

## NATURE AND SCOPE OF THE STUDY

### 1.1 Introduction

Effective service delivery is premised on the concept of good governance. ‘Governance’ as a concept is not new. The word ‘governance’ according to the United Nations Economic and Social Commission for Asia and the Pacific, refers to “the process of decision-making and the process by which decisions are implemented (or not implemented)” (UNESCAP, 2009:2). The document further states that good governance can be associated with eight important characteristics: “It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law” (UNESCAP, 2009). Good governance and effective service delivery are critical aspects that can boost the livelihoods of South Africa’s historically vulnerable people. Furthermore, they contribute to the country’s socioeconomic growth and development. Conversely, subnational governance practices appear to be poor, while grassroots service delivery is sometimes done at a snail pace. Since the country instituted inclusive democracy in 1994, service delivery has been one of the most pressing pressure points for the government. South African citizens count on the government to provide them with services that make their everyday lives better. The country’s government is divided into three spheres, namely: national, provincial and local governance. The 1996 Constitution of the Republic of South Africa (RSA), section 152(1) provides that the local government’s goals are, *inter alia*, to provide local communities with democratic and accountable governments and to guarantee effective service delivery to citizens. Thornhill and Cloete (2014:5-16) argue that local government is at the coalface of service delivery, and good governance can effortlessly cooperate with, and deliver services to its citizens. Municipalities as local governments are bound to deliver citizens with rudimentary services such as refuse collection, housing, water, sanitation, roads, transportation and electricity regardless of which political party is in power.

Against the context set out above, this chapter provides a general overview of the study. In order to contextualise good governance and service delivery in South Africa, the chapter proceeds by discussing the background of the study. It offers a succinct picture of governance structures and trajectories in the country since the return of inclusive governance in South Africa. In addition, this chapter explains why a study of this nature is important. The chapter introduces, explores and

describes the research problem in detail. Furthermore, the chapter also addresses the study's research question and objectives, scope of study and the research methodology.

## **1.2 Background of the study**

The local government structure in South Africa is relatively new and so seeks to resolve the structural problems created by the former rule of Apartheid. Importantly, the principal role and duties of municipal governments are to create an atmosphere for effective and efficient service delivery within a particular jurisdiction to communities. In South Africa, municipalities play an integral role in providing essential services including: waste disposal, sustainable supply of electricity, sanitation and drinking water (Nkomo, 2017). However, a number of problems are bedeviling the local government system in the country. These include the failure to promote and improve growth in the communities under which the municipalities operate. Municipalities in South Africa play a central role in propelling the national government's development agenda and ensuring that the culture of democracy within municipalities is entrenched. The aim of the local government system is to ensure efficient service delivery and also facilitate the overall well-being of people living within the jurisdiction of a particular state (Madumo, 2015:153).

Local government elections were held in August 2016, during which the South African political landscape changed (Nkomo, 2017:1; Mokgosi, Shai & Ogunnubi, 2017). Each five years, municipal elections are held to elect councillors who for the next five years will be responsible for administering a city. This election was revolutionary as the African National Congress (ANC) relinquished power in three foremost cities of the country. The Democratic Alliance (DA) and the Economic Freedom Fighters (EFF) formed coalition governments in Johannesburg (the economic powerhouse); Tshwane (also known as Pretoria, the seat of the Presidency and administrative capital of the country); and Nelson Mandela Bay (known as Port Elizabeth; the country's vehicle-manufacturing hub and the largest city in Eastern Cape). Similarly, the home of Parliament, Cape Town, changed as the DA won more than two-thirds of the vote (Mokgosi *et al.*, 2017; Cheeseman, 2019). This led the ANC to form a coalition government in Ekurhuleni and other cities, as they could hardly hold onto power in those areas.




The significance of these elections lies in the fact that for the first time in the post-Apartheid era of South Africa, the ANC lost power in key centres of the country. At the local level of government, this milestone also suggests dissatisfaction with the low quality of service delivery that must have affected people's perception of government's public services delivery (Nkomo, 2017:1). Additionally, the results of the local government elections of 2016 indicate a persistent view of systemic and political weakness within the ANC government that is manifested in the lack of qualified and professional staff, accountability and capacity (Cooperative Governance and Traditional Affairs, 2009). This is, indeed, the dawn of a new era, where South African politics are no longer dominated by one party.

Furthermore, since the past 25 years, basic service provisions have been extended to poorer areas of most rural areas, towns and cities by the South African government (Mokgosi, 2017; Law & Calland, 2018). For the first time, amenities such as sewage systems and electricity that were formerly set aside for the whites-only suburbs have been extended to the entire citizenry. According to the 2018 Statistics, South Africa General House Hold Survey (GHS), 81.1% of citizens now live in formal dwellings. Government provided some kind of subsidy to 13.6% of households to access to housing, an increase from 5.6% in 2002. Likewise, the report shows that 84.7% of South Africans now have access to electricity, an increase from 76.7% in 2002; while 89.0% now have access to an improved source of water against 84.4% in 2002. Also, the GHS indicates that the households with access to improved sanitation increased from 61.7% in 2002 to 83% in 2018 (Statistic South Africa, 2018).

Nevertheless, frequent protests and demonstrations, sometimes violent, are reflective of popular perceptions that local governments have failed to fulfil their electioneering promises of good service delivery – which contradicts the promise made in 1994 by Nelson Mandela of 'a better life for all' (Nkomo, 2017:3). Even though public services may be reaching people who never enjoyed them, does the quality of service satisfy the recipients' expectations? Do deficits in service delivery reflect and sustain the spatial layout of most cities in the Apartheid era, retarding integration and fairness between races and classes? According to the national community survey conducted by Statistics South Africa (SSA, 2017), more than 75% of South African residents complained about being dissatisfied with housing service delivery while water, sanitation and electricity followed with an average of 35% citizens being unsatisfied with the services provided to the public. The ripple effect of such dissatisfaction on service delivery in municipalities led to voters voting for opposition parties.

In Gauteng’s three metropolitan cities, the ruling party African National Congress (ANC) saw itself having to negotiate with minority political parties to form coalition government since the ruling party did not get the majority of the votes. The affected cities were City of Tshwane Metropolis (CoT), Ekurhuleni Metropolis and the City of Johannesburg. Among these metros, the City of Tshwane is of significance since it is the capital city of South Africa and a coalition agreement between the Democratic Alliance (DA) and the Economic Freedom Fighters (EFF) was formed after the 2016 local government elections. The IEC’s 2016 municipal electoral leader board reported the final results in the City of Tshwane as set out below:

**Table 1.1: City of Tshwane IEC’s 2016 municipal electoral leader board**

PARTY	COUNCIL		SEATS	%SUPPORT
	Leading	Controlling		
 <b>DEMOCRATIC ALLIANCE</b>	1	0	93	43.15%
 <b>AFRICAN NATIONAL CONGRESS</b>	0	0	89	41.25%
 <b>ECONOMIC FREEDOM FIGHTERS</b>	0	0	25	11.63%

**Source:** Independent Electoral Commission (IEC) Municipal elections, 2016.

In South Africa, a political party needs to win the majority of votes by 50 percent plus 1 of the cast votes to govern a particular municipality. Therefore, before the local government elections in 2016, seven of the eight metropolitan municipalities in South Africa, including all three metropolitan

municipalities in Gauteng, had been governed by the ANC on its own. However, as the results of the 2016 local government elections show, in all the metropolitan municipalities of Gauteng, including the City of Tshwane, Johannesburg and Ekurhuleni (Tshwane being the main focus of this study), no party (including the ANC) obtained the required majority of votes to constitute a single-handed municipal council governing the metropolitan municipalities. Therefore, since these three metropolitan municipalities had no outright winner, coalitions and/or other kinds of voting agreements were needed to form municipal councils to co-govern the municipalities. The present research focuses on investigating the impact of coalition government on service delivery in the City of Tshwane. It also aims to identify the citizens' problems or challenges with regard to service delivery and make suggestions to solve these problems with special reference to literature study and empirical research.

### **1.3 Overview of the location of the study**

The Metropolitan Municipality of Tshwane is a municipality of Category A located in the Province of Gauteng. In order to reduce the number of Gauteng municipalities to at least four by 2016, the Municipality of Tshwane merged with the Metsweding District to achieve the Strategy for the Gauteng Global City Region. Currently, the country's single largest metropolitan municipality is the Tshwane City with seven districts, 105 wards, and 210 councillors. After Washington DC, it is the city with the largest concentration of embassies in the world (The Local Government Handbook, 2019). Most embassies also call this city their home. The country's administrative core is housed by the Union Buildings and was also the venue for Nelson Mandela, Thabo Mbeki and South African president Jacob Zuma's presidential inaugurations. This building of sandstone gives a spectacular view of the city.

The Local Government Handbook (2019) reports that the study area is 6 298 square kilometres; while the population is estimated at 3 275 152 with a growth rate of 2.60% per annum. The report adds that economic sustenance includes "General government (28.1%), finance, insurance, real estate and business services (24.7%), manufacturing (13.0%), wholesale and retail trade, catering and accommodation (11.9%), transport, storage and communication (10.3%), community, social and personal services (5.2%), construction (3.5%), electricity, gas and water (1.9%), mining and quarrying (0.7%), agriculture, forestry and fishing (0.5%)" (The Local Government Handbook, 2019:100). The

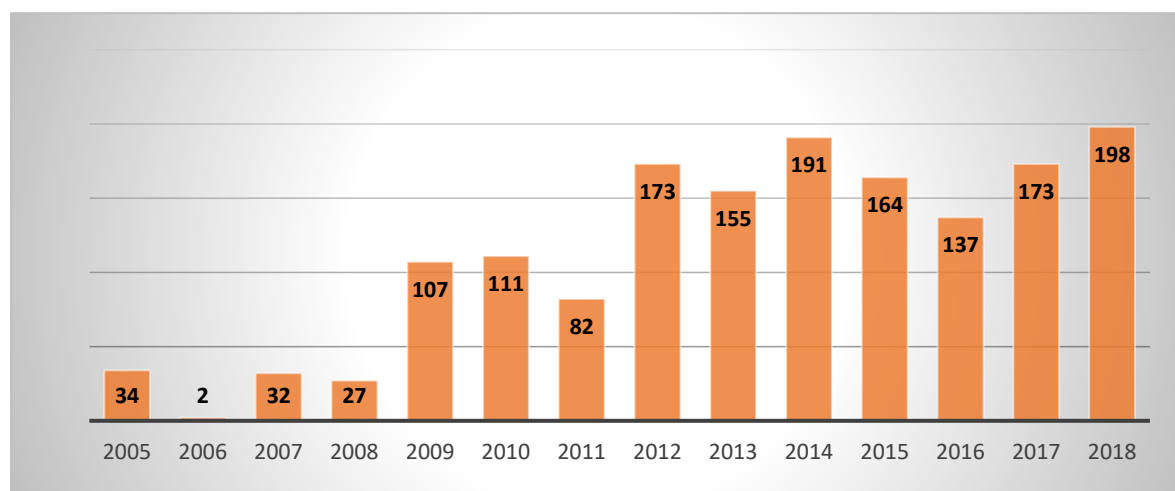


political and administrative composition of the City of Tshwane municipality is as follows: DA 93, ANC 89, EFF 25, VF PLUS 4, ACDP 1, COPE 1 and PAC 1. The controlling party is therefore the DA.

#### 1.4 Problem statement

Across the globe, studies have been conducted on service delivery satisfaction among the public (Makanyeza, Kwandayi & Ikobe, 2013; Antwerpen & Ferreira, 2016; Nkomo, 2017). Different contexts have yielded different results, mainly due to varying economic capacity of countries and economies with low-income countries registering poor public service delivery more than stronger economies. Throughout South Africa's 25 years of democratic experiment, the government has made efforts to address and resolve some of the challenges associated with its service delivery efficacy and quality. The Department of Cooperative Governance and Traditional Affairs (CoGTA) spearheads and coordinates various initiatives such as the Local Economic Development (LED), the Community Work Programme (CWP), the Integrated Urban Development Grant (IUDG) and the Municipal Infrastructure Grant (MIG) were part of these efforts to renew its commitment to the communities' development, (CoGTA, 2019). However, even with these programmes in place, the country has experienced an increase in the number of service delivery protests to date (Ntjanyana, 2016:6). Figure 1 below is a graph illustrating the number of protests between 2005 and 2018 in South Africa.

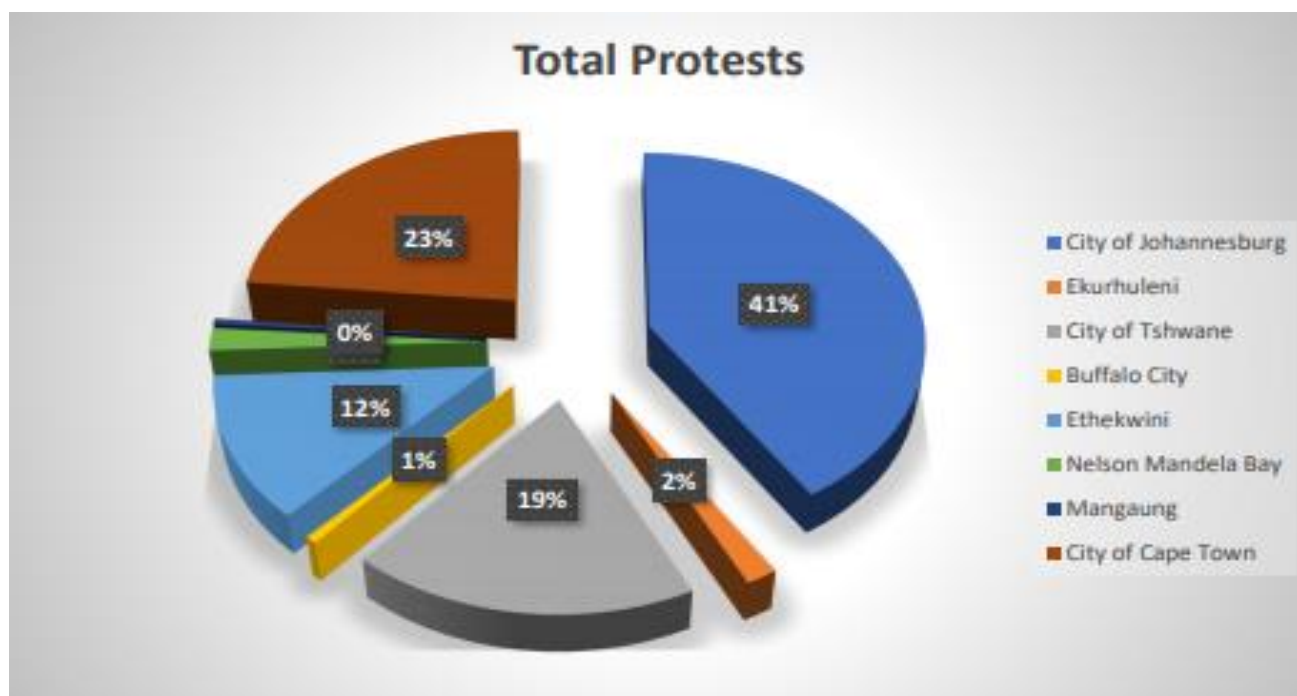
**Figure 1.1: Number of protests between 2005 and 2018 in South Africa.**



**Source:** Municipal IQ Municipal Hotspots Monitor, 2017.

As shown in the figure above, there has been a significant increase in the number of protests between 2016 and 2018, with the latter year reflecting the highest number of service delivery protests. The Municipal Infrastructure Investment Fund (MIIF, 2011) defines municipal service as “a service provided by a municipality as it is experienced by the consumer.” Consumers are at the receiving end and their satisfaction or lack of it is demonstrated by the rising number of protests. The City of Tshwane has had its fair share in communities protesting for delivery of services even after the newly formed coalition government with Democratic Alliance (DA) in power. The figure below depicts that 60% of protests were in City of City of Tshwane and Johannesburg, which are both under the leadership of Democratic Alliance.

**Figure 1.2: Total number of protests in South African Metros (2010-2017)**



**Source:** South African Local Government Association, 2019.

According to Manyathela (2018), the previous Minister of the Department of Cooperative Governance and Traditional Affairs (CoGTA), Dr Zwelini Mkhize, declared that political interference in local government has contributed to the collapse of a number of municipalities with only seven percent (7%) functioning properly. In his budget speech to Parliament in May the same year, Dr Mkhize stated that 87 municipalities – approximately a third of South Africa’s total of 257 – “remain dysfunctional or distressed”. He further identified two problems. One set is systemic and is related to the

municipalities' size and structure. On the other hand, there is mismanagement due to “political instability or interference, corruption and incompetence” (Brand, 2018). The consequences of these include poor service delivery or none at all, fiscal glitches such as low debt collection and subsequently, huge overdue creditors' payments as well as backlogs in infrastructural developments.

According to Mokgotsi *et al.* (2017:51-52), the Democratic Alliance and Economic Freedom Fighters' coalition and voting agreement have the potential to reveal the two party's policy and ideology variations. This was clearly proven by the EFF leader Julius Malema when he declared the no-vote with a DA decision at a press conference (Davis, 2019). The failure of the two political parties to reach an agreement on power sharing in the two metros was given as the primary reason for the separation. The result of such disconnections is that administrators have begun to formulate policies that do not address the needs of the citizens. On the other hand, if service delivery is poor, lives of ordinary citizens suffer (Chatfield & Mutared 2013). Co-governing institutions ought to have similar ideological leanings since they are mandated with the task of delivering services to the community they lead. With their various ideological divides, how effective has this coalition government been in providing the dividends of democracy to the ordinary citizens of the municipality? Can it lead to better public service and more accountable government? Or will it be business as usual where shady backroom deals and rampant corruption reign supreme? In this field, few studies have been conducted that directly investigate the satisfactory levels of the public (Wong, Nishimoto, Nishigaki & Stephen 2013). The majority of studies have relied on evaluation data received from municipalities without considering how the input from the public could help to improve the situation (Nkomo 2017). This study therefore aims to address this knowledge gap by enquiring from residents of the City of Tshwane how satisfied they are with delivery of basic services post the coalition governance.

## **1.5 Research questions**

The following questions can be asked based on the above background and problem statement:

1. What are the service delivery problems and challenges that are faced by residents in the City of Tshwane Metropolitan?
2. What are the areas where the municipalities need to improve regarding public service delivery?
3. Are the residents satisfied with the services provided by the municipality since the 2016 coalition government?

4. Does the service delivery meet the needs of Tshwane residents?
5. What other challenges have emerged in connection to coalition government?

## **1.6 Objective of the study**

The objective of this research is broken down into primary and secondary objectives as discussed below.

### **1.6.1 Primary objectives**

The study's primary objective is to determine and assess the impact of coalition government on service delivery in the City of Tshwane Metropolitan. The researcher sets out to determine whether there is a link between coalition government and service delivery by assessing the satisfactory levels of the residents of the City of Tshwane post the Democratic Alliance (DA) taking office in 2016.

### **1.6.2 Secondary objectives**

The secondary objectives will seek to:

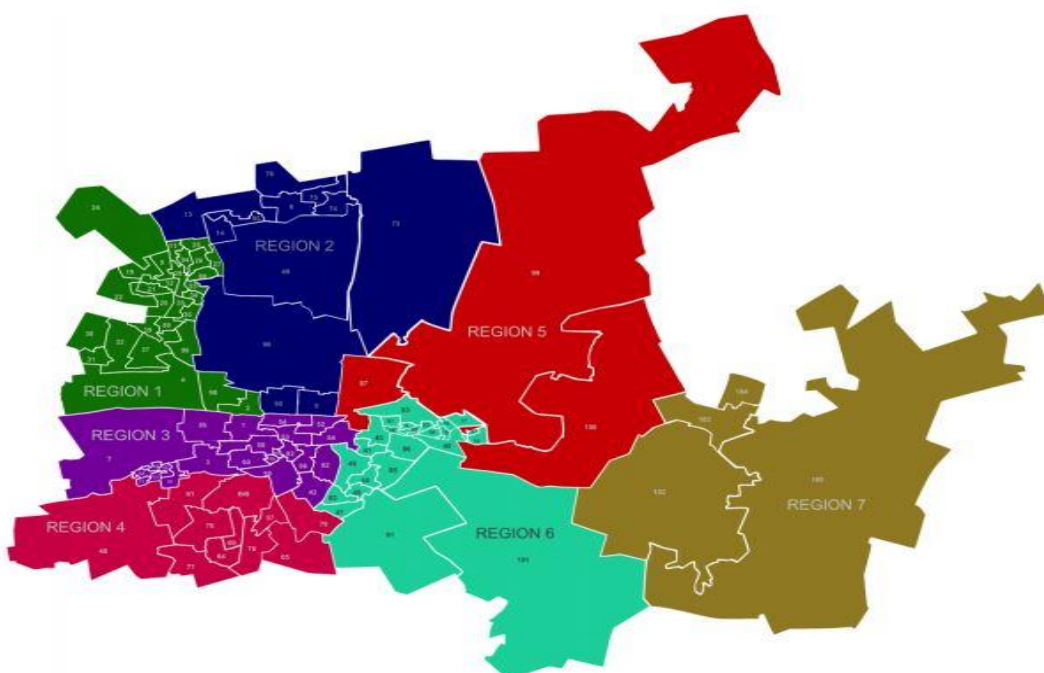
1. Unearth service delivery problems and challenges that residents of City of Tshwane are faced with;
2. Seek to establish what areas (if any) need attention and improvement by the municipality since the coalition government was established;
3. Establish what the residents need to do in order to improve the quality of the public service offered by the City of Tshwane; and
4. Draw a conclusion and make recommendations based on the results of the impact of coalition government in the City of Tshwane Metropolitan area.

## **1.7 Scope of the study**

The focus of this study is to assess the impact of coalition government on service delivery at the local government level. It seeks to determine how effective the coalition government in Tshwane has been in providing the dividends of democracy to the ordinary citizens of the municipality. Therefore, the empirical study has been conducted in various pay points in the City of Tshwane where residents pay their rates and utility bills. Each region as depicted in Figure 3 below has been visited by the researcher

and two assistants to facilitate the distribution and collection of questionnaires. Once respondents have completed the questionnaires, they were collected immediately after completion. For respondents who could not read or write, the contents of the questionnaire was interpreted to them to get their answers. The trustworthiness of the data collected and the manner how the research objectives are achieved are discussed in the next section.

**Figure 1.3: City of Tshwane’s 7 service delivery regions**



**Source:** City of Tshwane official website, 2019.

## 1.8 Research methodology

The word ‘research’ has been defined differently by experts across disciplines; however, there is a consensus among social scientists with regard to its purpose and that is to find answer to questions (Kumar, 2019:9). Likewise, Çaparlar and Dönmez (2016) describe research as a systematic way of identifying a problem, forming a hypothesis, data collection and analysis, drawing conclusions based on the findings in order to assist in reaching a solution(s) or theoretical formations for the aforementioned problem. Social research emanates from expansion of science and new discoveries, which means priority is always production of knowledge (Flick, 2015). Furthermore, Kothari posits

that research benefits business and industry by solving planning and operational challenges encountered (Çaparlar & Dönmez, 2016). On their part, Quinlan *et al.* (2019:16) contend that “research methodology, as a group or body of collection, requires reflection on the planning, structuring and execution of the study to comply with the demands of truth, objectivity and validity”. Similarly, Wiek and Lang (2016) maintain that research methodology describes the strategy, procedure, system, and form of research tools and measures to be used to achieve the study’s aim successfully.

Additionally, Steven, Taylor, Bogdan and DeVault (2016) have a comprehensive view of the systematic method of research involves the process to be orderly, logical and public. The research methods and methods used ought to be precise, accurate and lack biasness. According to Brannen (2016:4), there are two major approaches to research that researchers adopt to inform their studies. Qualitative, quantitative and the use of both qualitative and quantitative methods constitute the core of methodological approaches in research. Babbie (2014) notes that qualitative research is concerned with understanding a phenomenon in depth through observation of narratives. On the other hand, quantitative methods seek to understand research issues by quantifying them and making sense out of statistical data.

## **1.9 Literature study**

According to Fink (2019:3-6), research literature study is a reproducible way to identify, evaluate and synthesise the existing body of knowledge that have previously been conducted by experts and practitioners. The author states that a selection of bibliographic or article databases, websites and other sources can provide relevant answers to research questions. A literature review has the advantage of updating the reader with current literature on a subject and providing the basis for another goal, such as supporting future research in this area.

To ascertain a broad and balanced view of the problem under review, the researcher consulted various sources of literature such as master’s dissertations, textbooks, internet sources, journals, doctoral theses, magazines and newspapers and other documents published by the South African Government were used to identify specific prescriptions and guidelines for coalition government and local government. These documents include the Municipal Systems Act, City of Tshwane (CoT) Annual Performance Plan (APP), CoT’s Annual Reports, CoT’s Vision 2055 Plan, CoT’s Integrated Development Plan (IDP) inclusive of the 2019/20 Service Delivery and Budget Implementation Plan

(SDBIP) and the Constitution of the Republic of South Africa. In Chapter 2, a comprehensive thematic and theoretical literature review is presented to identify gaps in the existing knowledge of the subject matter thereby providing a justification for this study.

### **1.10 Empirical study**

Academic research involves choosing and using an appropriate and applicable research design to ensure that the experiment is completed successfully. Contextually, research design refers to a methodical approach and methods used to collect data by the researcher and consider perspectives on the issues under investigation. The issues under consideration entail the impact of coalition government on the quality of service delivery. These problems are assessed, and information collected to determine the nature, depth and magnitude of their impact on the people's well-being in the City of Tshwane is perused. Therefore, to evaluate the impact of coalition government on service delivery in the area, an explicit exploration, description and analysis need to be done. For this purpose, quantitative research design is used to gather the data needed to answer the research question and eventually resolve the research problem. Campos *et al.* are of the opinion that the use of quantitative layout is a useful method for the collection of data needed for descriptive and analytical analysis. The use of this research method in this regard could "create a synergistic research project in which one technique helps the other to be more successful" (Campos *et al.*, 2016). The research question described in this study requires not only detailed review of the issue under consideration, but also empirical exploration of the relevant issues in order to provide a comprehensive understanding of these issues and to clarify to what degree good governance practices have an impact on service delivery in Tshwane Metropolis.

Consequently, a questionnaire has been designed and evaluated in terms of the general validity, relevance, non-ambiguity and interpretation for the target group. Precautionary measures have been taken to ensure quality answers are obtained. Both open and close-ended questions form part of the questionnaire in order to obtain qualitative opinions of the citizens and quantitative data that may reveal the impact of coalition government on service delivery in the City of Tshwane. For the purpose of this study, a random sampling from five of the seven service delivery regions was utilised.

Landreneau (2015:35) defines the sampling strategy as the plan set out by the researcher to ensure that the sample in the analysis represents the population from which the sample was taken. As depicted in Table 1.2 below, five regions of research from the City of Tshwane. A total sample of 150 questionnaires was distributed as follows:

**Table 1.2: The five region of research**

Region 1	Region 2	Region 3	Region 4	Region 6	Total of Sample
Soshanguve, Winterveld, Mabopane, Garankuwa, Rosslyn, The Orchards, Chantelle, Theresa Park, Pretoria North	New Eersterust, Stinkwater, Dilopye, Kudube, Babelegi, Ramotse, Mandela Village, Hammanskraal, Wallmansthal AH, Dinokeng, Pyramid, Annlin, Wonderboom, Sinoville, Montana, Doornpoort	Lady Selborne, Mountain View, Wonderboom South, Gezina, Waverly, Booyens, Daspoort, Villeria, Capital Park, Kirkney, Queenswood, Hatfield, Danville, Pretoria, Sunnyside, Lynnwood, Lotus Gardens, Danville, Atteridgeville, West Park, Muckleneuk, Brooklyn, Groenkloof, Waterkloof, Monument Park, Thaba Tshwane	Blair Athol, Peach Tree, Mrandi AH, Heuweloord, Wierda Park, Zwartkop, Eldoraigue, Ladiu m, Erasmia, Valhalla, Clubview, Lyttleton Manor, Erasmuskloof, Cornwall Hill, Highveld, Irene, Rooihuiskraal, The Reeds, Olievenhoutbosch, Kosmosdal,	Eersterust, Mamelodi, Watloo, Silverton, Nellmapius, Die Wilgers, Willow Park Manor, Silver Lakes, Garsfontein, Fairie Glen, Moreleta Park, Elardus Park, Mooikloof, Bashewa AH	
<b>25</b>	<b>20</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>150</b>

**Source:** Author's compilation, 2019.



The questionnaires were distributed in two ways, using online surveys and hardcopies. Online surveys were self-designed using Google forms and the link was randomly distributed by email to the researchers mailing list. The online survey increased the researcher's productivity by reaching those respondents who are tech-savvy quicker and getting almost immediate responses. The online surveys helped to reduce the time required for processing since they are easier to transfer to statistical software for detailed analysis. Online surveys were only available in English. The online survey is accessible through the link: <https://docs.google.com/forms/d/e/1FAIpQLSfvERZMgCwBBGhh8oS3ke93EOmkahvxZw1vPbyDIygx2jGp4A/viewform>. A written permission was obtained from the City of Tshwane Metropolitan to conduct the research among its residents and municipal boundaries.

### **1.11 Ethical considerations**

This study involved human participants. Human beings are therefore the focus of the study as is the case in social science research, and this brings with it unique ethical challenges (Resnik 2015). In such studies, De Vos, Strydom, Fouche and Delpont (2017) maintain that protection from harm befalling the participants becomes the priority ethical concern of the researcher. Therefore, the researcher ensured following ethical protocol to protect the participants from harm. The other concerns highlighted by De Vos *et al.* (2017) include maintaining the anonymity of the respondents, ethical handling of data by keeping it classified and away from unauthorised access and upholding human dignity throughout the process. Before data collection starts, those who were given the questionnaires were briefed on the purpose of the study and were encouraged to participate with guarantees of absolute privacy and independence (if necessary) without any repercussions for any choices they make or information they provide. Each questionnaire enclosed a letter to the participants explaining the rationale behind the research and their informed consent was obtained in this process. Participants' confidentiality and voluntary participation were further assured by allowing them to withdraw at any point. Similarly, the study followed the ethical requirements of the North-West University and its ethics committee requirements (NWU-00595-20-A4). A permission request was sent to the City of Tshwane for the city manager or the authorised representative to grant the researcher permission to conduct the study in the service delivery regions. The letter explains in detail the rights of every participant participating in the study in order to ensure consent and permission to access the residents within city's boundaries beforehand.

## 1.12 Delimitations

The results of a study could be hampered by certain limitations. Therefore, owing to the nature of this study, there may be limitations on time and resources. The timeframe for the preparation of the planned empirical research could be limited by the timeframe earmarked for the entire programme. It is therefore imperative to keep these limiting factors in mind as they may have an impact on the results of the research. The researcher took the limitations of this study into account when applying the results and the conclusions of this research to the Tshwane Metropolitan area. The limitations include the following:

- This study is only focused on a specific geographical area, five service delivery regions of the City of Tshwane. This is due to the paucity of resources on the part of the researcher. The above-mentioned factor limits the findings of the study that they cannot be taken as a general representation of local government coalition and service delivery in Gauteng or within South Africa.
- The language barrier poses a limitation for participants who cannot read or write in English, but this was mitigated by the researcher reading out the questionnaire and noting their answers as they respond.
- Respondents might be in a hurry to complete the hardcopy questionnaires which could create problems and incomplete results.
- There may be reluctance on the side of respondents in filling questionnaire while standing, which might be uncomfortable on their part.
- Respondents might ignore the online survey and regard it as spam mail.

### 1.13 Layout of the mini-dissertation

**Table 1.3: The proposed dissertation structure**

Chapter 1	Introduction: Nature and scope of the study	Background to the study, objectives, problem statement, research questions
Chapter 2	Literature review	Review of previous research studies and publications
Chapter 3	Research methodology and methods	Methodologies, population and sampling, instrumentation, ethical considerations and explanations on how the data is collected and what it means to the study
Chapter 4	Analysis of the empirical study findings	Interpretation and discussion on the findings of the study from the fieldwork.
Chapter 5	Conclusion and recommendations	Presentation of recommendations and conclusion

### 1.14 Conclusion

The objective of Chapter 1 is to give a summary of the investigation and dissertation. The chapter presented the context of the study and clarified the approaches used to answer the research questions. This chapter began with a summary and an overview of the study's purpose and significance. This illustrates the importance of determining perceptions of service delivery in the Tshwane Metropolitan area. Also outlined in this chapter was the problem statement. Primary and secondary goals have been formulated and the methodology and methods used to achieve the research goals have been addressed in order to provide clarification that motivates the need for this study. This chapter also covered the research design and the different types of research designs were discussed. In the next chapter, a comprehensive literature study explores issues of service delivery and coalition government at municipalities.

## 2 CHAPTER TWO REVIEW OF RELATED LITERATURE

### 2.1 Introduction

This chapter presents the review of related literature. On the importance of literature review in a research of this nature, Booth, *et al.* (2016) note that a review of literature is an essential part of any study since it offers a theoretical basis for the investigation. It is therefore necessary, for research purposes, to make a survey of the field of study so as to give a thorough basis for aligning the present research with what has been explored in the field. Therefore, the importance of literature review lies in the fact that it helps to identify the gaps in the field and to explore how to resolve those lacunas. Likewise, Mbara (2018) acknowledges three requirements that should be met before any research is undertaken. He notes that before using literature in a research investigation, it is important to consider the following conditions:

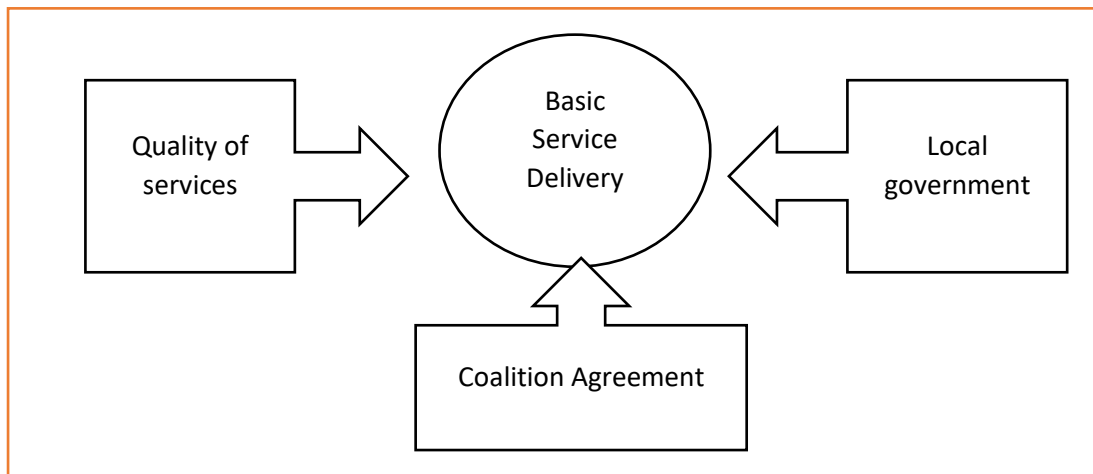
1. The scholars' contribution as defined by the study history;
2. Verifying the subject of investigation by researching the discipline; and
3. Determination of the best ways to develop the subject.

Consequently, this chapter proceeds by exploring literature on four fundamental themes of the study as depicted in Figure 2.1, namely:

1. Basic service delivery
2. Three spheres of government
3. Quality of services, and
4. Coalition government

Basic service delivery is contextualised as the backbone of the literature review and it shows how local governments aid in the provision of quality services. Finally, the coalition agreement that was formed in the City of Tshwane by the Democratic Alliance (DA) and Economic Freedom Fighters (EFF) is explored in order to seek answers on the improvement of service delivery.

**Figure 2.1: Elements of literature review**



**Source:** Author, 2019.

## 2.2 Basic service delivery

The concept of service delivery has variously been defined to the extent that it has no precise definition. Operationally, the term denotes the goods and services delivered by the government or are expected to deliver to its citizens in order to ensure that their livelihoods are sustained. Service delivery has been defined by Hemson, Carter and Karuri-Sebina (2009:156) as the end product of a set of government policies and actions that is carefully budgeted for. On their part, Rahim, Akintunde, Oguntoyinbo, Obanla and Aremu (2017) maintain that service delivery concerns the provision of a product or service to a community that was promised by a government or government body. These services are also the prerogative of the community. Over the years, public confidence in the quality of the public sector performance has been considered weak in providing services consistent with citizens' expectations in most developing countries. This is because politicians and bureaucrats are more involved in rent-seeking practices than in providing services their constituents need. The information revolution empowers people to access, disseminate and transform knowledge in ways that leave the politicians helpless in obstructing its flow, and it removes authoritative controls in the process. It also limits governments' ability to withhold information from the citizens. Therefore, assessing government performance has been prominent in recent debates and discussions. To this end, Oliver (2015) declares that an efficient public sector that provides efficient public services in line with citizens' expectations and supports private market-led development while

prudently managing financial capital is considered vital to the Millennium Development Goals and the World Bank's mission to reduce poverty.

Furthermore, Akinleke (2015) makes a distinction between public or private sector services. He avers that services are categorised as either public or private sector services on the grounds that they are of a collective or particular in nature. Services that are collective are usually categorised as public services, while the particular services are classified as belonging to the private sector. Again, he notes that there is a third category of public services that consists of quasi-collective services. Such systems have the features of both collective and individual services. Quasi-collective programmes are also known as subsidised-specific services, since consumers are subsidised in whole or in part through means of tax revenue. Quasi-collective services either have positive externalities produced to the benefit of the community as a whole or negative externalities fashioned to the disadvantage of the community as a whole and should thus be controlled or provided by the government. In short, Akinleke (2015) propounds that services could be categorised as public services if they: (a) could not be delivered by the private sector because of their communal nature; (b) are required for the achievement and execution of the objectives and goals of the government; and, for some reason, the private sector fails to deliver them; or (c) if collective efforts can deliver services more efficiently and advantageously than individual efforts can.

Additionally, consumers of goods and services provided by public institutions in a democratic government are often authorised to act as regulators or to nominate or appoint regulators to act for them. As consumers, voters and taxpayers, are also suppliers of political and economic capital. Consequently, Ananti and Umeifekwem (2012) note that the opinions and preferences of citizens as consumers may have important implications for the sound running of public institutions. Public sector services revolve around the concept of good governance as discussed below.

### **2.2.1 Good governance**

The word "govern" originated from the Greek word meaning "to steer" (Storey, Bate, Buchanan, Green, Salaman & Winchester, 2008:5). In recent times, the word "governance" has been used interchangeably to denote the "rule with authority", "direct and control" and to "regulate". Approaches to governance may range from dictatorial leadership style to participatory, administrative or other forms. Ananti and Umeifekwem (2012) argue that the modern-day understanding of governance can be compared with systems created by

autonomous authorities embracing a range of tasks “bottom-up” and “subject to top-down oversight, scrutiny and regulations”. Essentially, it is a kind of hierarchical system of control, but it is equally accountable to members of the community who are receiving the services. In addition, there is a strong agreement that the current idea of governance means that authority is coordinated and shared in order to achieve common objectives. Governance according to Fukuyama (2013:3) is “a government’s ability to make and enforce rules, and to deliver services, regardless of whether that government is democratic or not”. It therefore involves the application of power to guide the process and social systems through which government agencies or business exercise control over the citizens.

Governance prohibits unilateral and despotic leadership. Governance has, in addition, been increasingly used as an accountability tool to ensure that executive powers do not abuse the obligation that members of society have entrusted to them. Governance therefore creates standards and sets public institutions’ limits. Likewise, it grants decision-making powers and imposes limitations on the decision-making authority. This guarantees practical performance that results in goals being met within a possible time period. Accordingly, Fukuyama (2013:23) reasons that governance includes many processes that are organised in numerous organisational arrangements and that are deliberately designed to achieve set goals. It is necessary to achieve these goals in order to improve the quality of life among citizens, especially rural people. In the modern public administration, i.e. new public management, governance, and particularly good governance, is essential. Substantiating this view, Adiele (2017) reveals that the United Nations helped to conceptualise the notion of governance in the 1990s by describing governance as the use of bureaucratic, economic and political power to control the state’s affairs. Additionally, the UNDP according to Adiele (2017) interpreted the word governance as the institutions and procedures through which all actors engage in influencing public concerns, and through which community members communicate their needs and demands, express their different views on governance and service delivery, and express their economic, political and social expectation.

In their opinion, Malomo and Somolekae cited in Mavhivha (2007:113) observe that “unlike the definition of the word government, governance implies managing ‘with the people’, but not necessarily ‘by the people’”. Coupled with the traditional practices, governance seeks to create an organisation with all participants in governance and service delivery. Governance includes

non-governmental organisations, civil society associations, private sector, labour unions and many other interest groups. In other words, the community needs to be actively involved. With this in mind, governance seeks to set standards and guidelines that direct the state's affairs, not just "to rule". Governance, therefore, can be regarded as "a truly democratic process of governance" (Malomo & Somolekae cited in Mavhivha, 2007:113). The points mentioned above indicate that governments with good governance are likely to achieve their targets for socio-economic growth, which, when implemented successfully, provides people with social benefits. On account of this, the government of South Africa can only realise its objective of ensuring the well-being of its citizens and consequently achieve the Sustainable Development Goals (SDGs) as enunciated by the United Nations (2007). Equally important, in an effort to deal with the problems of growing citizen disenchantment with government and indebtedness, over the years, the public sectors were restructured by many governments. In many countries, transformation efforts have included a focus on the need of a results-based and performance-based approach to governance in the public sector. Usually, attempts to introduce results-based leadership have started at the office or departmental level (OECD, 2013).

Discussions on the suitable role of the State and proper institutions and policies to advance this role are characteristically undertaken by depending on anecdotal evidence in the absence of a measurable conceptualisation of good government. Governance is a multidimensional term that incorporates all facets of the exercise of authority through formal and informal agencies in the management of state resources. Therefore, the quality of governance is measured by the effect of this application of power on the quality of life enjoyed by its people (Ali, 2017). In the development community, there is an increasing awareness (Wetterberg, Brinkerhoff & Hertz, 2016; Shai, 2017) that a detailed study of the enabling institutions, policies and interests is required to determine the precise impact of the State on the welfare of its people. Three indices help to measure the orientation of the government in the direction of the provision of public goods and services: bureaucratic efficiency, judicial efficiency and the absence of corruption (Shai, 2017:42). Wetterberg *et al.* (2016) uphold that improving the efficiency of the judiciary is one of the prerequisites for a country's development. In the same way, corruption and bureaucratic inefficiency have been variously identified as disabling aspects (Shai, 2017). A country's social development is evaluated through Gini coefficients (which gauge the level of income inequality) and the United Nations Development Index (HDI). Maserumule (2011) notes that estimates of life expectancy, per capita income, and average education are combined



by the HDI estimates. In terms of economic management, the quality of governance is measured through fiscal policies performance indicators (Gross Domestic Product [GDP] to ratio of debt, monetary policy [independence of the Reserve Bank], and trade policy – outward orientation).

### **2.2.2 Basic service delivery and the Batho Pele principle**

Several years before Sekoto and Van Staaten (cited in Pietersen, 2014:254) suggested the implementation of a customer-focused approach to improving the quality of service delivery in the public service sector, the government of South Africa had acknowledged the possible benefits that this paradigm offers and championed a “customer first” revolution. The customer-focused strategy was embraced by implementing a variety of measures aimed at improving service delivery in the public service sector in order to meet the needs of all South Africans. An example of such proposal is the WPTPSD, generally referred to as the White Paper on Batho Pele (Republic of South Africa, 1997). This method is generally used in the private sector and focuses, among other things, on providing quality service, promoting and increasing access to services, and continuously improving business practices (Ngidi, 2013).

The Sesotho phrase “Batho Pele” means “people first” (“SA marks public service month”, 2014: para. 2). The name was chosen to demonstrate that it is the first and foremost responsibility of the public service to serve its customers. The WPTPSD provides both a legislative framework and a plan of implementation to promote and enhance the delivery of services to all South Africans. Therefore, the Batho Pele principle focuses on how services are delivered and on improving the efficiency and efficacy of service delivery. In a briefing to “the Portfolio Committee on the Batho Pele Programme for the Public Service” (2010), it was emphasised that the objective of the White Paper initiative is to encourage public servants to be customer-oriented, to strive for excellence in service delivery, to dedicate themselves to continuous improvement in service delivery, to allow citizens to be accountable for the type of services they provide and to follow a citizen-oriented approach to service delivery that is guided by eight principles. In order to accomplish these objectives, procedures, systems, behaviour and attitudes must be established within the public service in order to strengthen customer service and meet the needs of consumers. That is to say, it aims to put “... the people first” (Republic of South Africa, 1997:12).

Moreover, in the WTPSD (Republic of South Africa, 1997:26-29), an eight-step process is suggested for the implementation of a service improvement plan, namely: to recognise the customer; to define the customer's needs and priorities; to create the current service baseline; to identify the "improvement gap"; to set service standards; to prepare for delivery; to announce service standards; and monitor service delivery against service standards and reporting findings. To achieve the above values, each department and agency in the South African public service is required to adopt these eight principles of national service delivery, the Batho Pele Principles, as outlined in the Batho Pele White Paper (Republic of South Africa, 1997). The Batho Pele White Paper demands that all consumers of public services must be consulted on their needs, preferences and service standards (Venter, 2018). Public officials must conform to the conditions of the Batho Pele White Paper, members of the public should be considered as clients, and holders of positions in the public service must regard themselves as public servants rather than public officials.

The evaluation of the actual level of functioning of an organisation is a critical element in improving its efficiency. One way to assess the level of effectiveness of the organisation is to concentrate on achieving its goals (Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2011). One of the main objectives of the public sector is to provide consumers with quality services. According to Venter (2018), the quality by which service delivery is measured will always be the degree to which the local government responds to the needs of its citizens. This implies that the views of consumers as to how well their needs and desires are fulfilled as well as their levels of satisfaction are vital indicators of the quality of service delivery (SA marks public service month, 2014).

Nevertheless, there is still a substantial void between the preferences and perceptions of consumers about the daily services they expect and what they actually receive (Briefing to the Batho Pele Public Service System Portfolio Committee, 2010). This has often resulted in service delivery protests, which often entail the destruction of property and even loss of human lives. A classic example is the April 2019 #TshwaneShutdown movement organised by the South African Civic Organization (SANCO) protest against poor service delivery in the area. Residents of Tshwane from Hammaskraal, Mamelodi and Soshanguve embarked on a protest

march against poor service delivery. Roads were blockaded burning tires and rocks thereby disrupting the lives of the inhabitants (Tshwane calm following service, 2019). These protests take their toll on businesses and other commercial activities as shops are often looted by the protesters and sometimes set alight. However, what sphere of government is saddled with the responsibility of providing these services to the people?

### **2.3 Three spheres of government**

The principal role of governments is to guarantee that the social well-being of citizens within their national territory is accomplished through the provision of services (World Economic Forum, 2013). Governments therefore need to provide the services that society needs in order to improve and sustain living conditions. Governments in most countries are divided into two often three tiers/spheres/levels/ of government with clear and direct descriptions separation of power, functions, responsibilities and roles. The inclination to provide services to society in a manner that is efficient and effective underscores this division. It is therefore appropriate for each sphere/level/tier/ of government to make facilitate the provision of specific services. To illustrate this notion, the most frequently requested services, for instance, the need for military defence and police protection, would be the duty of the central or national government, while services that could be regional, such as the provision of electricity and water electricity, are mostly allocated or delegated to the local government sphere/tier/level (Madumo, 2017:98). Besides these, in most democratic countries, governments consist of different branches with dedicated branches such as the executive authority, legislative authority and the judicial authority, as a result upholding the principle of the separation of powers. This model offers a system that encourages the various arms of government to create checks and balances between themselves and to provide for measures to ensure accountability for actions taken.

As an organ of a state, the municipality is responsible for providing services to its principal communities. For any organ of state to render services, it is essential that the necessary conditions are in place at all times to ensure that adequate mechanisms are put in place to ensure that services are delivered in an efficient and effective manner (Madumo, 2017). The functions of a metropolitan council include planning, policymaking and statutory oversight, among others. Accordingly, it could be contended that municipalities should be assigned with the necessary judicial powers and functions for it to provide services effectively to the

communities. *Inter alia*, these powers and functions include planning, decision-making and legislative supervision.

### **2.3.1 Principle of separation of power**

The principle of the separation of powers, also known as *Trias-politica*, are concerned with maintaining checks and balances in the use of power in government functioning. The responsibility of government to ensure that all of its branches serve their purpose without one controlling the other is referred to as the principle of power separation. The main proponent of the debate, argues Selinger (2019), is Montesquieu (1689-1755) who wrote extensively on the separation of powers. He upholds the necessity and value of separating government power, using this principle to prevent tyranny. The need to put in place the necessary checks and balances to ensure that each branch of government is obligated to fulfil only the duties assigned to it, gave rise to the principle of separation of powers, i.e. law making is assigned to the legislature, the executive enforces the law, and the judiciary interprets the law.

The principle of separation of powers, according to Montesquieu, would promote accountability and transparency in the interests of society (Selinger, 2019). Will the separation of powers answer the *quis custodiet ipsos* custody issue as well? (Direct translation from Latin to Who Watches the Guards? as Decimus Junius Juvenalis has stated). As far as South Africa is concerned, the law requires the municipal council to serve as both a municipality's legislative and executive authority. It ensures that a local council has the authority to make the legislation and enforce it further. The concept of the separation of powers in the municipality would, for that reason, be unnecessary to enforce it because of the single established powerful mechanism that has the capacity to ignore the concepts of checks and balances.

### **2.3.2 Local government in South Africa**

The development of the local government system dates back to the ancient Greek city states, according to Amtaika (2013:6), in their pursuit of the advancement of democracy. This stems from the impression that the local tier of government functions within the ambit of communities, i.e. it is an essential tool in meeting the concerns and needs of people in a given area. Local government, with basic units such as municipalities (Ndreu, 2016:5), can be

described “as an infra-sovereign geographical unit within a sovereign state or province”. This implies that municipalities as administrative units have the authority and jurisdiction to perform specific duties in specific areas suitably demarcated within a given state, province or territory.

In the same way, a municipality is an entity that has defined legislative authority and functions within a clearly demarcated state-wide geographic area (UCLG Policy Paper, 2016). It can therefore be inferred that a municipality’s definition can connote a jurisdictional region as well as an agency or body regulated by specific legal laws. Local government can therefore be categorised as the second or third tier or government sphere that is intentionally designed to bring people closer to government (Oduro-Ofori, 2011). Thornhill (2008:492) considers the local government level as the first point of contact between a person and an institution of government. Local government is established to enhance the people’s quality of life by delivering services effectively and efficiently, directly affecting their daily lives. This delineation illustrates the notion that local government is at the service delivery coalface, i.e. the local tier of governments *raison d’être* by municipalities is to provide affordable goods and services to people living within their particular jurisdiction. The local government, as a government close to the people, is essential for supporting local democracy and should ensure that local communities provide effective and efficient services. This illustrates its significance in the administration and management of the government. Corroborating this view, Treller (2013) opines that local government features include: a designated area, a population, an active entity, authority and power to conduct and carry out community works, the ability to make contracts and make decisions, the ability to collect revenue and to establish a budget.

In the case of South Africa, the country is a constitutional democracy with an independent judiciary and a three-tier system of government. The government (executive), lawmaker (legislative), and court (judicial) functions are independent from each other. Government is constituted of federal, regional and national levels. Governments at national, regional and local spheres all have executive and legislative authority in their own domains. The Constitution declares that a system of cooperative governance must govern the country. The Constitution further defines the three spheres of government as “distinctive, interdependent and interrelated.” Chapter 7 of South Africa’s Constitution states that the local government system is made up of communities that make up South Africa’s lowest formal level of democratically

elected government. A municipality has the right, on its own initiative, to regulate local government affairs in its territory, subject to provincial and national law (Hicks, Morna & Fonnah, 2016).

A municipality's executive and legislative authority lies with its Municipal Council. The objectives of the local governments include to: i. Deliver accountable and representative government to local communities; ii. Ensure effective service delivery to residents; iii. Promote economic and social growth; iv. Promote a healthy and safe environment; and v. Encourage local government participation by residents and community organisations. Although Chapter 7 of the 1996 Constitution gives the basis for the creation of municipalities since the inception of the current Constitution, these municipal systems have been further defined by numerous parliamentary actions, the most relevant of which are:

1. The Local Government: Municipal Property Rates Act
2. The Local Government: Municipal Finance Management Act
3. The Local Government: Municipal Demarcation Act,
4. The Municipal Fiscal Powers and Functions Act.
5. The Local Government: Municipal Systems Act
6. The Local Government: Municipal Structures Act
7. The Local Government: Municipal Electoral Act, and
8. The Intergovernmental Relations Framework Act.

There are three categories of municipalities (also known as Category A, B and C municipalities) in South Africa, i.e. metropolitan, local and district municipalities. Metropolitan municipalities are set up to manage the most urbanised areas in South Africa. In their respective areas, metropolitan municipalities have exclusive legislative and executive authority (The Local Government Handbook South Africa, 2019).

South Africa has eight metropolitan municipalities:

1. The eThekweni Metropolitan Municipality,

2. The City of Cape Town Metropolitan Municipality,
3. The Buffalo City Metropolitan Municipality,
4. The Nelson Mandela Bay Metropolitan Municipality,
5. The City of Tshwane Metropolitan Municipality,
6. The City of Johannesburg Metropolitan Municipality,
7. The Mangaung Metropolitan Municipality, and
8. The City of Ekurhuleni Metropolitan Municipality.

The other parts of South Africa are managed by 44 district municipalities (also known as municipalities of Category C). The area governed by the Sedibeng District Municipality covers, for instance, the local municipalities of Emfuleni, Lesedi and Midvaal. District and local municipalities share legislative and executive control over their mutually governed areas. District councils are principally accountable for planning and building capacity across the district.

Moreover, South Africa has a total of 257 municipalities, consisting of eight metropolitans, 44 districts, and 205 local municipalities. At the end of the 2016 local government elections, a number of significant demarcation amendments came into effect. The change in demarcation reduced the total number of municipalities from 278 to 257 and the number of municipalities in South Africa from 226 to 205 (The Local Government Handbook South Africa, 2019). The municipal political administration is made up of an elected municipal council. The term of a municipal council may not be more than five years. The Municipal Council takes decisions on the exercise of its powers and the execution of its duties, including the selection of its office bearers and the composition of its executive and other committees. The Municipal Council hires the executive management and staff needed to perform its duties efficiently. While the understanding of governance by many Africans is critical, Bratton and Sibanyoni (2006), Bratton (2012) and Hicks *et al.* (2016) also point out that expectations of how local governments work are often more important than the content of the services they provide. Consequently, the responsiveness of key players in the local government system, such as local councillors, is at the heart of how people view this level of government and its success in service delivery. In line with the finding on responsiveness, we believe that councillors listening to their constituents contribute towards higher levels of service delivery satisfaction.

Pursuant to section 152 of the South African Constitution of 1996, local government is the propelling mechanism behind the provision of basic services. Among other things, local government is responsible for providing sustainable services to communities, promoting social and economic growth and promoting a safe and healthy environment (Constitution, 1996). South Africa has eight metropolitan cities, 44 district councils and 226 local municipalities under the long-standing classification standardised by the Organised Local Government Act (1997) (South African Government, 2017). These categories of municipalities have a central responsibility for land management, waste disposal, markets, sanitation and water.

According to Reddy (2016), service delivery plays a more salient role in local government in developing countries and South Africa especially, than in advanced nations. They argue that, thanks to constitutional provisions and high levels of poverty, the provision of welfare in South Africa is seen as an instrument and social contract for creating social equality and improving the living standards of the impoverished majority historically excluded from the Apartheid government. In the same way, Bratton and Sibanyoni (2006) discovered that many Africans perceive democracy in instrumental terms, i.e. through the microscope of whether economic and social goods are delivered. In their study, they discovered that less than half of the adult citizens of South Africa claimed that the new local government system performed well. Also, they found that local government is often judged on a subjective basis, particularly as to whether local government councillors are regarded to be doing their job well and carrying the voters' interests at heart.

Popular frustration with local government can be reflected in the ballot box, which Ndudula (2013) describes as the main vertical accountability tool. If the vote is viewed as insufficient to impose "obligation of elected political leaders to answer for their political decisions" (Reddy & Naidu, 2012:25), frustration may also be vented by means of demonstrations aimed at ensuring that the community have access to public services. Equally, Alexander (2010) maintains that local political demonstrations can take the form of petitions, election boycotts, street blockades, stay-aways, mass gatherings, processions, driving unpopular individuals out of townships, memoranda writing, forced resignations of elected officials, toy-toys, confrontations with the police, tire burning, arson and destroying buildings. Alexander reports



that service delivery protests appear to originate from poorer localities, particularly townships and shack settlements, rather than rich suburbs.

A research organisation, Municipal IQ (2017), which gathers data on service-related demonstrations affecting municipalities, discovered that between 2004 and 2016, an average of 94 protests a year took place in South Africa – indicating that transparency for service delivery is considered to be lacking in many South African communities as Bratton also (2012) argues. Although access to services has improved, over time, the demands of protesters continue to focus on the inadequate quality of services they receive (Hunter, 2015).

## **2.4 Quality of services delivery**

The field of qualitative governance and effective service delivery has been addressed extensively in various literature studies (Alexander, 2010; Reddy & Wallis, 2015; Nkomo, 2017). Best practices in governance and equitable delivery of services have become the catchword in literature on administration. Organisations and government institutions, especially in developing countries, have revised and adjusted their way of operating to meet people's needs, demands and desires, particularly at grassroots level. "Grassroots level" within this context refers to the sub-national institutions and people situated further away from the national government. Local and regional government, for instance, as well as people living in those regions and their fringes are included herein. Accordingly, Reddy (2016:2) notes that reform initiatives to improve public service and governance practices have recently been adopted by many African countries. They maintain that "these steps" permeate all facets of political life, be it the way the three government organs function, the way governments are elected and changed, or the way the civil society keeps public institutions accountable for their actions. To benefit society, governance models, strategies and procedures should be implemented in this regard and must be consistent with government decision-making and policy application. In many developing countries, a gradual yet cautious reform of public services was required to promote service delivery.

Different models of quality service delivery, governance and good governance, such as those established by the World Bank (2010), Ladi (2008), Diarra and Plane (2011), Hyden (2007), and the International Federation of Accountants (2013) suggest that there are essential principles of governance. Such principles, when properly applied and implemented, allow democratic governments to rule and deliver services to society more effectively and efficiently. In effect, in any democratic society, these values are the basis of good governance practices and efficient service delivery. In terms of responsibility to the society, all administrative and political leaders and other stakeholders have equal responsibilities. Therefore, in order to deliver meaningful services to society, public officials are required to be creative and innovative in their strategies. In addition, Jolly, Emmeriji, Ghai and Lapeyre (2004:45) concur that the “invisible hand” theory of Adam Smith is a foundation for promoting service delivery and shaping governance practices, particularly at sub-national level. This opinion suggests that a self-interested society is more successful because, in a bid to satisfy their needs, individuals will be pushed to create new opportunities and adopt new behaviours and that may be beneficial to others. In essence, these approaches to governance, complemented by proactive and innovative leadership, will help the public service live up to the people’s aspirations and expectations. It creates a sense of responsiveness and transparency in this regard.

Furthermore, Sebola (2015) opines that most development objectives such as safe drinking water, food, education, health, employment and sanitation have been integrated into major human rights instruments such as the Universal Declaration of Human Rights, Employment, Social and Cultural Rights, and the International Covenants on Civil and Political Rights, among others. This means that the Tshwane Metropolitan Council should support these instruments because they have been accepted by the parliament.

Investigating the quality of service delivery in Tshwane, it was discovered that more still needs to be done. For most Tshwane Metro residents, dissatisfaction was the order of the day as they had their water and electricity bills fluctuating with no reason each month. Residents have been complaining about irregular meter readings for years, resulting in high water and electricity bills. Peter Sutton, Chairman of the Metro Finance Supervisory Committee, enthused that most residents had problems such as overestimations and retrospective corrections “resulting in excessive amounts payable” (Ngobeni, 2018: para 3). While the problem still persists forcing

people in the metro to turn to the courts as a last resort to have their power turned back on following billing issues, Tshwane City is confident that there are no billing issues. The city spokesperson Lindela Mashigo maintained that “Invoices are issued monthly and queries are attended to on a daily basis” (Venter, 2019: para 4). However, a different picture is painted with the roll at the Gauteng High Court situated at Pretoria, with consumers often turning to court to force the municipality to switch their power on (Venter, 2019). With the cacophony of complaints, the City of Tshwane has undertaken to compensate citizens for charging higher rates using prepaid electricity meters not authorised by South Africa’s National Energy Regulator (NERSA). Executive Mayor Stevens Mokgalapa said that from the beginning of next month, the City will start billing residents based on the new system and reimburse prepaid meter consumers. This study will investigate the metro’s level of efficiency in distributing monthly bills accurately and timely.

This study contends that in many developing countries, including South Africa, observance of human rights issues with regard to democracy and good governance needs changes in the public service. McCourt (2013:1) suggests that “public service reform” is a critical measure that impacts on national, regional and local government officials in their pursuit of public service delivery. He also takes a problem-solving approach, considering various interventions in the reform of the public service as ways of dealing with different issues. These include ensuring that individuals’ rights are protected and that all people receive equal treatment irrespective of their social class or where they live. Sebola (2015:17) posits that the 1990s saw a rise in approaches to address citizens’ problems, which ultimately led to the recognition of certain governance issues. The quest for good governance practices has evolved significantly after the “end of the Cold War” according to the author. On his part, McCourt (2013:2) rejects some international reform brokers’ inclination to treat reform as approaches that can be transferred unchanged regardless of the environment from and to which they are transferred.

Furthermore, Jolly *et al.* (2004:3) suggested the following closely-related governance issues, namely that these:

[Is] the process of development assessed primarily as economies advance in terms of countries becoming economically richer, their populations enjoying rising living standards, the countries becoming economically stronger or less vulnerable to natural

disasters or to financial shocks? Is the process to be judged in terms of social achievements, fulfilment of human rights, or expansion of freedoms? What weight is to be given to issues of distribution – the extent to which economic and social advancement, even democratic benefits, are concentrated on some rich or better-off segment of the population or are distributed more evenly among the population as a whole?

On the other hand, Jolly *et al.* (2004) recommend that two significant requirements must be met by well-thought-out development objectives. In other words, the aim of development is to create a social structure that allows individuals to contribute towards the general interest of society by following their own interests. In this manner, the objectives of development can be accomplished by establishing sound governance practices through government institutions that promote individual contribution, address the provision of public service delivery, and rigorously adhere to the principles of good governance (Sebola, 2015:18).

Moreover, the ideals of good governance are, in turn, the fundamental factors in resolving social, political and economic issues. Modern governance literature not only stresses these values, but also shows that such ideals are indispensable to the exercises of democracy and the promotion of people's living standards. Such values are, by implication, essential for effective public policy and provision of public service. Albritton and Bureekul (2009:6), Ndudula (2013), Reddy (2016) and Reddy, Wallis (2015b) propound that certain values must be followed in order to establish good governance practices. Those principles are, in the framework of this study: democratic engagement, decentralisation, accountability, responsiveness, transparency, and rule of law. Consequently, this study argues that many governments in developing countries have achieved success because they set up good governance models to control the government's activities. In particular, they have adopted political and institutional reforms that are beneficial to their community and, more significantly, they have stuck to the practices of good governance they put in place. Botswana is one such state. Accordingly, Robinson (2009:10-12) and Sebudubudu (2010:250-251) note that Botswana enjoyed rapid economic and social development due to the stable and accountable governance system being developed by governance institutions.

## 2.5 Coalition government

In general, a coalition government is a form of government that involves multiple political parties working together to achieve unanimous decision-making mainly on forming a government or conceptualising different public policies (Gautam, 2018). The formation or building of coalition is a method of jointly coordinating parties to achieve a common goal (Kadima, 2014). The elements or activities involved in this process include, but are not limited to, pooling resources to achieve this objective, communicating about the goal, making contractual commitments to this target, and deciding on the service that may benefit from achieving this goal (Kadima, 2014). In turn, Booysen (2014) describes a coalition government as a group of lawmakers from various parties holding cabinet posts. On the other hand, authors regard coalition of the legislature as a group of representatives from various parties voting together.

The number of coalition governments across the world has increased in recent years. Because of this, the coalitions turn the public policy-making on the party platforms into chaos in parliamentary democracies because of inter-party ideology gaps and working dimension. Therefore, it becomes imperative that these coalition governments understand the challenges and address the issues by proposing effective approaches to public policymaking. This raises questions about how coalition (multi-party) governments arrive at unambiguous policy decisions in the face of strong and possible divergent interests and desires of participating parties in coalition governments. Considering that there is no majority party, this form of government is generally considered weak (Gautam, 2018). In policy formation, this culminates in the following problems such as redtapism and underhanded deals as more political parties indulge in agreements to accomplish things. Conversely, without caveat, coalitions help to develop multidimensional and more comprehensive strategies due to the presence divergent opinions during policy formulation. Coalitions therefore have both positive and negative roles to play in the development of public policy.

During general elections, when a clear majority fails to emerge, parties have the option of forming coalition cabinets under parliament majority or end up with minority cabinets that have one or more parties. Parliament-backed cabinets are more stable and effective, while internal

struggles are common in minority cabinets (Gautam, 2018). Therefore, a government with a clear majority or a minority should burn through the cycle of policymaking for the well-being of the citizens. Evidence from elsewhere indicates that the politics of coalition is one of the most multifaceted and difficult forms of political art, requiring a variety of skills and capabilities to navigate the volatile dynamics of power as rivals become allies. In the eyes of the public, parties seek to maintain their autonomy, but at the same time, while in government, they are compelled to cooperate with perceived opponents. They may need to support legislative changes and policies that the coalition partners deem necessary, but conflict with the agenda of that specific party or conflict with its ideology (Moury & Timmermans, 2013:17).

Building a coalition government can take years, and even longer to stabilise, and because of South Africa's lack of comparative experience in coalition, this study suggests that efforts should be made in every possible way by the political establishment of South Africa, and in particular by the political parties and their leadership, to learn from the long and rich history of coalition politics around the world, which can help to ensure the successful operation of coalition governments in the interest of the citizenry and the Constitution of South Africa (Law & Calland, 2018). "Multi-party democracy" is one of the main operating legislations in South Africa's constitution. Obviously, the changing political climate offered a significant opportunity for opposition parties to gain power. However, there are major risks connected to building and maintaining coalitions, namely that the parties can face an electoral backlash if handled clumsily, for one. Similarly, for the ANC, this is a significant moment to identify the dynamics in electoral power and to consider what they mean for the reigning party and its own alliances with other political parties and how it should manage those interactions in the future politically and tactically.

### **2.5.1 Coalition government in other countries**

It can be argued that the notion of "political coalitions" has its origins primarily in Western European countries' experiences (Kadima, 2014; Resnick, 2014). According to Maserumule, Nkomo and Mokate (2016), almost two-thirds of the European Union (EU) countries are governed by coalitions. Therefore, instances of hung municipalities in South Africa that involve coalitions between political parties are a new development. Nevertheless, Booysen (2014) states that the creation of alliances and coalitions is also more common at municipal

level in South Africa, where the balance of forces is often closely aligned. Remarking that political parties' pre-election and post-election coalitions have become a growing characteristic of contemporary African politics, African scholars therefore need to holistically analyse this emerging trend within African contexts (Kadima, 2014; Resnick, 2014).

In this sense, Kadima (2014) defines “coalitions” to mean the alliance of at least two political parties who sit together on the basis of election results in parliament and/or government. For his part, Oyugi (2006) cited in Mokgosi *et al.* (2017) describes building coalitions as a “process of organizing parties collectively in pursuit of a common goal”. The key element of such a political coalition is essentially the purposeful and clear control of the executive. Within this context, the interpretations of the concept of political coalitions by Kadima (2014) refer a post-election political party coalition, which is the main focus of this research.

From elsewhere, there are many lessons to be learned. Many studies have been conducted on the main challenges and issues militating against coalition politics across the world (Law & Calland, 2018). In European countries, national coalitions are common. Notable examples are the Scandinavian countries, the Netherlands, Belgium and Germany. McMillan (2014:203) and Gautam (2018) observe that India may have had the longest coalition record outside Europe, with all national elections since 1989 resulting in coalition governments coinciding with significant economic growth. While there are different considerations at stake in an electoral system based on plurality, South Africa should learn some lessons from the Indian experience where parties work well despite diverse ethnic and ideological backgrounds. Since the turn of the century, coalitions have also been common in Africa, particularly in Kenya and Mauritius, where a great deal of information is available and extensive lessons can be learnt and translated as lessons for the South African experience.

Regarding the consequences of coalitions and party alliances on India's national cohesion, McMillan (2014:202) notes that electoral success of alliances has been relatively paradoxical by mitigating the variations connected to the electoral system of the single-member plurality system (SMP). Alliances also resulted in seats that are more representative of the regional voting pattern by forcing parties to compromise the number of seats they contest and

segmenting the electoral system at the national level. The author notes that alliances have also connected national parties to state and regional parties in ways that allow a voice in national government to geographically disparate parties, both through collaboration involving the creation of alliances and through sharing power and influence in New Delhi government coalitions. All agreements and the distribution of key areas and policy decisions are settled by negotiation and mutual agreements with the formation of a coalition government. In Indian politics, there have been numerous instances where regional parties such as the Telugu Desam Party (TDP) and the Indian National Lok Dal (INLD) have had to negotiate with BJP to prevent division of their votes to the benefit of their common adversary – the Congress Party (Guatam, 2018:5).

Having said that, for an effective alliance, there is no blueprint. In addition, while lessons can be drawn from coalitions in other countries around the world, one must be very careful to impose models haphazardly, “one must be very cautious of imposing models that have worked efficiently in one country on another with the expectation that that model will also be successful” (Law & Calland, 2018:4). In each country, coalitions must be regarded in light of the specific socio-economic, legal, electoral and institutional context of that country, as well as any cultural or ideological factors influencing its political parties’ operations (Kadima 2014:8).

Currently, the theory and practice of the concept of political coalition remain primarily in Western Europe’s experiences. Kadima (2014) assessed these theories against African experiences to evaluate their significance in researching the growing trend of African political party coalitions. There are two key methods used in the study of political party coalitions: size and ideology theories, and modern institutionalism (Kadima, 2014). The size and ideology theory focuses on the *potential size* of a coalition and *philosophical convergence*; and may be further subdivided into theories of the quest for office and the search for policy. Concerning the coalition’s potential size, Mokgosi, Shai and Ogunnubi (2017) suggest that coalitions in government should aim to include as few political parties as possible. This will ensure that the workplace incumbency advantages are as high as possible (Malik & Malik, 2014). Moreover, Law and Calland (2018) posit that having fewer differences and therefore being manageable would be simpler in cases of such coalitions. Likewise, Oyugi (2006) further argues that sometimes coalitions are not designed to serve the co-operating parties’ individual and



collective interests. On this basis, he argues that these coalitions are in character opportunistic at times. Law and Calland (2018) therefore note that it will be easier for such coalitions to have fewer differences and consequently be more manageable. Oyugi (2006) claims that coalitions are sometimes not designed to serve individual and collective interests of the co-operating parties. He suggests, on this basis, that these coalitions are sometimes opportunistic in nature. Within this context, opportunism is dictated by the need to take over the workplace. Conversely, Oyugi (2006) adds that, at times, these coalitions are driven by principles and precepts based on values and ideologies defined by the partner parties.

To this end, Kadima (2014) concurs and finds it important to the African context, as the main reason for forming a coalition is holding office. On the other hand, policy goals are based at philosophical alignment and/or power-seeking theories. They see the political coalition as beneficial as there is little room for disagreement between the parties. Kadima (2014), however, differs somewhat in that he regards ideological alignment and/or the promotion of policy goals as not a “rigid” determining factor for political party coalition. He argues that the end of the Cold War compelled most countries to shift towards a market economy; and as a result, most political parties concentrate on pushing back the limits of inequality, unemployment and underemployment, which generated a small degree of cooperation among political parties. This can be applicable to the South African experience where bridging the inequality gap among the population has become a core agenda for most political parties.

### **2.5.2 Coalition government in South Africa**

To some degree, South Africa has already undergone coalitions at different levels and types, thereby starting to build its own pool of expertise. After the first democratic election, a coalition government was indeed a constitutional requirement between 1994 and 1999 (Mokgosi, Shai & Ogunnubi, 2017; Law & Calland, 2018:4; Cheeseman, 2019). Several transitional provisions were laid down in the 1993 Interim Constitution to ensure a smooth transition of power. During those first five constitutional years, a power-sharing agreement was implemented, allowing every party to participate in government that received a minimum of five percent of the national vote. This level was met by the ANC, the former governing group (the National Party), and the Inkatha Freedom Party (IFP), thereby establishing what was regarded as the “Government of National Unity” (GNU). The rivalries between these three groups have been a significant

(sometimes violent) source of conflict, and the incorporation of all three into the first democratic government has been a key means of ensuring peace. This was the specific historical background and the reasoning behind this coalition form (Law & Calland, 2018).

Coalitions have been more frequent at the provincial level in South Africa. Until 2009, when the Democratic Alliance (DA), South Africa's current second largest party, won a majority in the Western Cape, coalitions were operating in this province, for example, between the New National Party (NNP) and the Democratic Party (DP) in 1999 and the NNP and ANC in 2003. In KwaZulu-Natal, a decade-long coalition was established in 1994 by the ANC and IFP. Many coalitions have also been and continue to be active at local level.

Although the aims of coalitions are primarily clarified by office-seeking motivations (Oyugi, 2006; Resnick, 2014), this argument falls short when used to examine the current situation in Tshwane metropolitan municipality under study based. The EFF voted with the DA in the metropolitan municipalities of Tshwane City and Johannesburg without forming a coalition (Essop, 2016). This was not motivated by political alignment or motivations that desired office. In reality, contemporary alliance theories offer no account of what happened in both Tshwane's metropolitan municipalities and Johannesburg City. The EFF voted in favour of the candidate proposed by the DA in these municipalities. The only reason for the EFF to vote for the DA is, as reported in the press statement by the president of the EFF, that the EFF had to choose between the two devils and the better devil had to be chosen (Essop, 2016). The fact that coalition forming is essentially an elitist practice is instructive. Voters typically do not have a say when it comes to people with whom their political parties should go into a coalition. Leaders of the political party, based on ideological differences and opportunistic motives to some degree, determine with whom they want to enter coalitions. Once more, as Natalini (2010) maintains, representatives of opposition political parties at the local level have no contact with the electorate and are not concerned and involved in what is happening at the grassroots level. It is clear from Natalini's (2010) line of thinking that the mechanisms of forming coalitions are dominated by party leaders alone, without any consultation or concern for the electorate.

Coalitions occur for a large number of reasons that vary contingent on the political and legal atmosphere of the institutional, cultural and socio-economic context of a nation and the time of creation of the coalition in the electoral cycle. Winning elections and retaining office are the typical explanations for coalition creation (Kadima 2014:14). These offer certain parties the opportunity to participate in government, which would otherwise be unable to do so because of their electoral level. Consequently, an opposition party's primary objective in terms of a coalition is to unseat the leader while the governing party's primary objective is to ensure that they remain in power (Mokgosi *et al.*, 2017).

### **2.5.3 Interrogating the advantages and disadvantages of coalition governments**

There are many reasons to believe that coalitions have a positive effect. They give more parties access to power, which often means they give a taste of democracy to a wider range of communities in ethnically and racially divided societies (Mokgosi *et al.*, 2017; Cheeseman, 2019). In a dominant party structure like South Africa, where the ANC has historically won a large majority of the vote, this can give opposition parties access to power instead of them being permanently locked out of government. Often, the involvement of several parties in the same government means a degree of consensus has to be achieved. One of the positive consequences of this is the discarding of some of each party's most divisive and popular policies, leading to a policy that is likely to be more accessible to a larger proportion of the population. In addition, by engaging in government and serving as king-makers in suspended legislatures, Law and Calland (2018) note that coalitions empower medium to smaller parties to increase their public profile and exert disproportionate power. It has been seen in South Africa how the potential of the Economic Freedom Fighters (EFF) to swing municipal councils has strengthened their political message of being a "waiting government".

Recent research suggests that some hypothetical gains are inherent in the formation of coalition. Paul Chaisty and Timothy Joseph Power in their book *Coalitional Presidentialism in Comparative Perspective*, found that coalitions had "permitted the representation of diverse social interests" and "enhanced the quality of public policies" (Cited in Cheeseman, 2019: para 7). This is how the smaller parties in South Africa have tried to sell their efforts to force the government into coalition. At the DA's concluding rally on Saturday before the May 2019 elections, its leader, Mmusi Maimane, promised his faction the party would be "at the heart of

coalition governments in this country, as we build a strong centre for South Africa, free from the divisions of the past” (Cheeseman, 2019: para 8).

Political stability and governability can be created through coalitions in areas with “hung” legislatures where a majority has not been won by a single party or where competitive political parties are growing (Kadima, 2014). If no political party in a given legislature wins a majority of seats, it can easily be said that the reason for forming a coalition is one of political necessity. Without party collaboration, the territory would be practically ungovernable whether formalised or not. Political parties owe the electorates’ responsibility to guarantee that a stable government can be established to meet people’s needs. Additionally, coalitions have advantages in terms of national unity, harmony and dialogue. They also present financial incentives, encouraging parties to share campaign expenses in pre-election coalitions (Aleman & Tsebelis, 2011), as well as financial incentives for holding political office, and a larger share of public funding for political parties that may result in electoral gains (Kadima, 2014).

However, there is also a dark side to coalitions. Although new parties may be able to gain a foothold in policy, they may also be unruly (Cheeseman, 2019). Over the past few years, coalitions around the world have been strongly attacked. In the UK, some of the political and economic problems faced by the country are often blamed on the alliance between the Conservative Party and the Liberal Democrats. The Liberal Democrats did particularly badly regardless of being the junior coalition partner, slipping to just eight percent in the polls as voters punished them for endorsing unpopular legislation such as the implementation of university tuition fees. Closer to home, President Uhuru Kenyatta’s ruling coalition in Kenya and Deputy President William Ruto – now part of the Jubilee Party – have been greeted with corruption charges. Among the primary reasons why the government has failed to put corruption under control is that its two main factions are competing actively against each other in order to raise the most money in case the coalition breaks ahead of the forthcoming 2022 general election.

The history of minority governments in South Africa has led to widespread pessimism. The DA won 48 percent of Nelson Mandela Bay seats in the 2016 elections, six percent higher than the ANC, but not quite enough for an absolute majority. Consequently, it relied on the support or at least the approval of smaller parties such as the Economic Freedom Fighters and the United Democratic Movement to gain power. From the onset, the problem with this was

evident. The political gap between the centre-right DA and the radical EFF, as Judith February wrote (cited in Cheeseman, 2019), meant that the relationship between these parties would always be strained. An indication of what was to come was the absence of a formal coalition deal to establish a common policy position and agreement how the two parties would operate.

In the years that followed, a series of fierce political battles resulted in disagreements over key policy issues. After the DA disappointed the EFF in 2018 by refusing to support land expropriation, EFF leader Julius Malema became increasingly aggressive, promising to overthrow the then mayor of Nelson Mandela Bay, Athol Trollip. Malema went on to threaten that, “We are going for your white man [Trollip] in PE [Port Elizabeth],” the DA accused him of racism” (Cheeseman, 2019: para 13). Malema’s party shifted its allegiance to an ANC-led coalition as ties between the DA and the EFF were eased. This marriage of convenience resulted in replacing council speaker Jonathan Lawack in an unexpected turn of events after one of the councillors of the DA, Mbulelo Manyati, abstained from voting, giving the opposition a majority vote. Manyati, who at the time faced criminal charges related to fraud, announced in the chaos that followed that he would leave the DA. So party leaders read out a letter stating that his membership was terminated immediately, and then Manyati’s lawyers delivered their own letter, opposing his expulsion. This event, the subsequent accusations and court cases, and the following appointment of Mongameli Bobani of UDM as mayor – he was accused of money laundering and fraud – have, predictably, generated significant public concern that the absence of an effective ruling party has exacerbated corrupt and unprincipled local politics. With the controversies that have characterised coalition government in some metros in South Africa, Peyper (2016) is of the opinion that service delivery could be even be placed more on the backburner. According to a political analyst, Ralph Mathekga, if coalition governments were to be established in Johannesburg, Tshwane, and Nelson Mandela Bay, the country would head for a period of serious uncertainty at the local government level. He notes that coalition governments fail due to disagreements. “They are by nature unstable and parties don’t cooperate, which could further hamper service delivery... I don’t see them compromise on things like budgets when opposition parties rule in coalition at local government level and service delivery will suffer because of this” (Cited in Peyper, 2016: para 7 &8).

In light of the above submission, this study interrogates the effect of coalition government on service delivery in Tshwane Metropolitan City. Studies have shown that service delivery and coalition governments are very broad sub-disciplined in administration. Scholars have noted the importance of service delivery in any society (Sebudubudu, 2010; Chatfield & Al Anazi, 2013). Others have focused on the role of the local government in the provision of public services to the people (Booyesen, 2014; Mokgosi *et al.*, 2017; Kadima, 2014). Other investigations have focused on factors that guarantee quality service delivery in other climes (McMillan, 2014; Resnick, 2014). Little or nothing has been explored about the impact of coalition government on service delivery in Tshwane and South Africa as a whole, which makes this study relevant, and a critical necessity. The findings of this study hope make significant contributions to the existing knowledge on public governance, service delivery and coalition governments. Equally, the anticipated findings will help improve service delivery at the grassroots level in South Africa and also create efficient and effective structures at the local government tier. The next chapter discusses the research methodology and methods used in this dissertation. It provides a detailed explanation of how the data for this study was collected and analysed, and how conclusions were drawn.

### **3 CHAPTER THREE**

#### **EMPIRICAL REVIEW**

#### **3.1 Introduction**

In the previous chapter, a review of existing literature on the subject under investigation was presented. It was demonstrated that while much has been written on service delivery, little has been said on how coalition government impacts on the quality of service delivered to the public, thereby indicating the need for the present study.

Researchers rely on information and evidence, in any scientific inquiry, to resolve a particular issue. The field of governance is extensive and has a bearing on various fields of administration (business, public and private sectors). These spheres are concerned with the efficient and effective provision of public services. In the area of business administration, field researchers and public officials need to know the number of people to be provided for, where they are located, and the means to be used to deliver services to allow sound administrative decisions to be made (O'Sullivan, Rassel & Berner 2010:1). This inquiry follows the same convention of using research methods to gather relevant data and information to determine the subject, i.e. to draw specific conclusions. In essence, any scientific inquiry's primary objective is to develop solutions to a problem. Researchers therefore need to set up a discourse and deliberate on the problem and the methods to solve it. It is important to note that the problem statement will, of course, direct the methods to be used in a research project. This chapter therefore discusses the methods used for obtaining data to complete the research project successfully. It was noted in Chapter 1 that the random sampling method was adopted for this study. The first chapter also discussed the ethical considerations taken into consideration in the investigation as well as the limitations of the study.

Moreover, the topical essence of the study determines the type of approach to be used, according to William (2017) and Burdess (2010). William (2017) argues that the amount of philosophical information is not crucial, but it is important to reflect on the philosophical choices and defences that the researcher might have made in relation to alternative decisions (Babbie, 2010). Therefore, unique qualities of the subject or objects of the study (Blumberg, Cooper & Schindler, 2011:36) determine the methodological approach and design. The following section discusses the various types of research methods and highlights the method applicable to the design of a quantitative research survey.

## **3.2 Research approach**

As specified in Chapter 1, this study makes use of the quantitative approach in answering the research questions raised in this study. Qualitative and quantitative research models differ significantly, according to Fouche and Schurink (2011:312), in that, on the one hand, the nature of a quantitative research sample dictates the choices and actions of the author. On the other hand, the choices and actions of the investigator determine the qualitative research design or strategy. To provide a formal and systematic analysis of research, it is necessary to discuss the various research methods that make up a particular design. An empirical study is derived not from theory, but from experiment or observation (survey) as will be seen in this research, which seeks to assess the impact of coalition government on service delivery.

## **3.3 Research design**

Academic research involves the choice and use of an appropriate and applicable research design to ensure that the experiment is completed successfully. Within the context of this study, a research design refers, to a methodical approach and the methods used by the investigator to collect data for consideration of perspectives on the issue under investigation. A research design, according to Kumar (2014:122), is a comprehensive plan that elucidates how different methods and procedures should be implemented as accurately, objectively, validly and economically as possible during a research process to find answers to the research questions. A research design is intended to explain the approach used to test the thesis' problem statement (Babbie, 2011). This is essential because it provides the basis for the research techniques to be used in the study. The research design therefore provides a framework for the choice of the research methods to be followed and used in this research.

There are fundamental differences between qualitative and quantitative research methods. De Vos and Strydom (2011:15), in their definition of qualitative research, explain that "Qualitative researchers are interested in capturing the individual's point of view through multiple strategies such as interviewing and observation", whereas a quantitative approach enables the investigator to gather data from several sources that are relevant to a wide range of field practitioners. Since the purpose of this study is to examine the impact of coalition government on service delivery at the local level, the quantitative approach was deemed most appropriate. The purpose of an investigation should be closely related to the researcher's epistemological view. De Vos, Strydom, Fouche and Delport (2011:4) recommend "Choosing a study design



requires understanding the philosophical foundations underlying the type of research”. Where reality is considered observable and measurable, quantitative research generally follows a positivist paradigm. Qualitative research, on the other hand, is more likely to be explanatory and there may be multiple realities.

### **3.4 Survey**

In Chapter 1, it was indicated that this study explores the City of Tshwane Metropolitan as the unit of analysis from which data has been collected, analysed and interpreted in order to arrive at conclusions. The study is only focused on five specific geographical service delivery regions (Akasia, Temba, Pretoria West, Lyttelton, and Mamelodi) of the City of Tshwane. This is due to the paucity of resources on the part of the researcher and owing to time constraint. However, the survey aids the researcher to collect accurate data for the study. A quantitative, descriptive survey is suitable for a deductive approach to produce representative results, according to a mono-method, for the entire population. In addition, the study is time-bound because the author has only a few months to conduct this study, and therefore a self-administered questionnaire was selected.

A paper-based self-administered questionnaire provides questions to help answer the research questions raised in this study (Kraska & Neuman, 2011). Through the use of standardised data, comparisons can be made to describe the relationship between variables (William, 2017). The survey generates data on how the citizens perceive the impact of coalition government on service delivery in the Tshwane Municipality. One of the advantages of self-administered survey is that it helps to eliminate misunderstandings of questions through explanations, and people do not skip questions. Coalition government at the local level is quite new in South Africa, and therefore the respondents may not have enough knowledge to answer all the questions. Another advantage of the survey is that as long as responses are generated, the survey will be conducted, thereby giving the researcher control over the survey (William, 2017).

In addressing the research questions raised in this study, observations and personal interviews would probably not provide the honesty permitted by the anonymous survey due to the nature and length of the study. Therefore, interviews, focus groups or observations would create the potential for bias or ambiguity in the management of the research instrument, and the data

collected would not provide the concrete data required for statistical analysis. Consequently, this study made use of the questionnaires to enable the researcher to generate quantitative results.

### **3.5 Quantitative research**

The positivist paradigm (Daigneault, 2014) is consistent with quantitative research. This approach examines areas of social activity that can be quantified and patterned in contrast to qualitative research that interprets the context of the collected data. Information quantification is important in quantitative research (Daigneault, 2014). Quantitative research seeks relationships between variables that are predetermined using numerical data as opposed to qualitative research (Creswell, 2014). For studies such as statistical analysis and data collection repeatability, quantitative information is used and is informed by the literature (Wheeler & Chambers, 2010). There are two ways to gather data. Qualitative data collection allows non-numerical data to be generated via interviews, on the one hand, while quantitative data collection, on the other hand, generates numerical data through questionnaires and is appropriate if, as in this study, a large amount of data has to be collected from a large sample group.

According to Blumberg *et al.* (2011), by constructing research questions and checking them against the facts of reality, the quantitative approach manipulates variables to regulate natural phenomena. It could therefore be assumed that the importance of quantitative research lies in its use of numbers to measure how data is collected in a research project. The technique of quantitative research is often defined as an approach that applies primarily to natural sciences. This is attributable to the positivist paradigm of the branches of natural science (Babbie, 2010). Furthermore, Kumar (2014:14) argues that the quantitative methodology is imbedded in the philosophy of rationalism, and consequently the quantitative research process usually follows, *inter alia*, a linear, organised and programmed collection of methods to be tested, accentuating the validity and reliability of the results and drawing generalisable conclusions. Based on the research question, the qualitative research approach could also be used as a data collection tool in the social sciences through a questionnaire.

#### **3.5.1 Positivism**

The approach to positivist research was chosen and used in this study. Positivism is a philosophical approach that believes, rather than assumes, that conclusions are based on

positive evidence. Everything that cannot be tested and proven by scientific experimentation and moral or philosophical inquiry is opposed to the positivist approach (Babbie, 2011). A generalisation of the entire society can be made from the observed part of society that was surveyed during the research process. Positivism refers, within the social sciences context, to the integration of deductive logic with detailed empirical observations of individual behaviour to discover and validate a collection of probabilities that trigger a phenomenon to occur under investigation (Neuman 2014:97). Similarly, Bryman (2012:28) suggests that positivism is an epistemological stance in favour of applying natural science principles to the interpretation of social reality. For that reason, positivism is related to the logical and rational scientific approach of understanding human beings and the surrounding environment. The tradition of realism and objectivism is therefore characteristic of positivism.

### **3.5.2 Inductive reasoning**

Inductive reasoning requires drawing generalisable inferences from results, i.e. answering the hypotheses. Researchers infer the implications of their findings on the theory associated with a particular domain through inductive reasoning (De Vos & Strydom, 2011). In contrast, deductive reasoning is concerned with the common view of the essence and relationship of the theory and social research.

## **3.6 Data collection technique – primary data**

In this study, primary and secondary sources were used to such journal, academic articles, news articles, the constitution and various local governance policies to collect data. Survey questionnaires (Daigneault, 2014; Creswell, 2014) are commonly used for quantitative data collection. Using the survey questionnaire, this research set out to collect quantitative data. The questionnaire is a set of questions that include objects or questions related to research interest variables and study goals (Creswell, 2014). There are various types of questionnaires. The one used in this inquiry is a self-administered questionnaire (SAQ) with questions that are closed and open-ended. The SAQ is considered to be more trustworthy as respondents are free from other instruments such as interviews where the investigator collects information from the respondent (Petticrew, Rehfuess & Noyes, 2013). Furthermore, the structure of the used SQA consists of a four-point Likert scale where 1 is **strongly agree**, 2 is **agree**, 3 is **disagree**, and 4 is **strongly disagree**. Key service delivery elements such as quality of administration, water supply, electricity, refuse removal, and municipal accounts/billing methods were under

investigation. This information assisted in addressing the key research questions raised in this study. Both open and closed-ended questions form part of the questionnaire in order to obtain opinions of the citizens and quantitative data that can reveal the impact of coalition government on service delivery in the City of Tshwane.

For the purpose of this study, a random sampling from all service delivery regions was conducted. Random selection technique where each participant has an equal opportunity to partake regardless of their race, age, qualification as long as they reside in the City of Tshwane Metropolitan. Sampling strategy, contends Landreneau (2015:35), is the plan used by the researcher to ensure that the sample in the research study represents the sample population. As depicted in Table 1.1 above, the City of Tshwane has seven regions; therefore, a total sample of 150 hardcopy questionnaires were distributed and additional 100 online email invitation were sent out. Online survey increased the researcher's productivity by reaching the respondents who are tech-savvy quicker and therefore obtaining almost immediate response. The online surveys reduced the time required for processing since they are easier to transfer to statistical software for detailed analysis. Consequently, this survey helped the researcher to determine the perspectives of people on service delivery. Essentially, the question is: How effective has this coalition government been in providing the dividends of democracy to the ordinary citizens of the municipality? Has it led to better public service and more accountable government? Or has it been business as usual where shady backroom deals and rampant corruption reign supreme? Few many studies have been conducted that directly investigate the satisfactory levels from the public regarding coalition governments' service delivery (Wong, Nishimoto, Nishigaki & Stephen 2013).

Moreover, when conducting a postal survey, questionnaires are a useful option to consider. If the survey is large and widely dispersed, they can be cheaper than personal interviews and quicker. As with telephone interviews, participants are widely distributed, and a postal survey is useful. Nevertheless, the development and layout of the questionnaire are important due to the lack of personal contact between the respondent and the researcher (De Vos *et al.*, 2011). Using self-administrated questionnaires by approaching participants directly, as an alternative to mailing the questionnaire, it is possible to engage directly with potential respondents. In both cases, approaching respondents in these circumstances is relatively easy, but one is likely to attain a much higher response rate than with a postal survey (Kraska & Neuman, 2011).

More questionnaires were allocated to regions where there are more wards, and therefore a greater population could be reached. The hardcopy questionnaires were available in the city's three official languages, namely English, Afrikaans and Sepedi. These languages are the three indigenous languages of the citizens of Tshwane. Therefore, the translation of questionnaires to three dominating languages of the city ensured effective communication and participation for those residents who can only speak their mother tongue. The self-completion questionnaires were used to gather the primary data to determine perceptions of the coalition government's service delivery.

### **3.7 Sampling strategy**

According to Guetterman, Feters and Creswell (2015) and Padgett (2016), a research methodology refers to a framework or technique to conduct a research process under any given paradigm context. This study used a survey design. According to Walliman (2017), a random sampling technique predicted survey will produce a sample that is representative of the specific population being studied and may generalise results to the broader population. Since surveys can recruit respondents using a random sampling method, and relatively small sample sizes can be used to produce results that can be used to make assumptions about the entire population. They are therefore a very cost-effective way to determine what people are doing, thinking and wanting. Within the context of this study, therefore, a survey design helped the researcher to generate data that could be generalised and therefore arrive at valid conclusions. The study area is very large with an estimated population of 3 310 000 (Approved 2019/20 IDP, 2019). Surveys can be carried out using a wide range of techniques including telephone and postal interviews. It ensures that it is possible to access and include respondents who are widely scattered. For the purpose of this inquiry, the self-administered questionnaires were used to collect data. Because most surveys do not subject individuals to potentially aggressive techniques or withhold treatment, they are often considered more ethical, as the respondents in a study are only be exposed to events occurring in the real world that would have occurred anyway (Burdess, 2010).

The next step in a survey investigation is to pick a sampling method once a survey structure has been established (Nardi, 2018). Two general classes of sampling methods exist: non-probability and probability sampling. Non-probability sampling refers to selection procedures where elements are not randomly selected from the population or where there are uncertain probabilities of selection in some elements. Probability sampling adopted in this study refers

to selection procedures in which elements are randomly selected from the sampling frame and each element has a known, non-zero chance of being selected (Martinez-Mesa, González-Chica, Duquia, Bonamigo & Bastos, 2016). This does not imply an equal probability for all elements, nor does it preclude certain elements from having a certain probability of choice (1.00).

In random sampling, the first step is to identify the population from which the respondents are drawn in order to obtain a random (or probability) sample. This population is referred to as the sampling frame (Guetterman *et al.*, 2015). The term random may mean that some kind of haphazard or ad hoc approach can be taken, such as stopping the first 20 people one meets on the street for inclusion in your report. This is not random in the true sense of the word. Every person in the population must have an equal opportunity to be selected as a random sample. To properly perform random sampling, therefore, strict procedures must be followed. In study, each participant has an equal opportunity to partake regardless of their race, age, qualification as long as they reside within the seven service delivery regions of the city.

It is possible to break down random sampling techniques into simple random sampling or systematic random sampling. Selections are made by mere chance in simple random sampling. However, in systematic random sampling, following the distribution of numbers to everyone the first individual is selected in the population frame using a random number table or a hat and subsequent participants are selected using a fixed sampling interval, i.e. each *n*th person (Walliman, 2017). This study made use of the simple random sampling since selection of respondents took place strictly by chance. Since every resident or citizen of Tshwane Metropolitan Council cannot be reached by the researcher, the simple probability sample is suitable for the study.

### **3.8 Secondary sources of data**

The reason for using the secondary sources as a way of collecting data is mostly based on the investigation's dependence on official documents. Secondary sources are those documented studies conducted by previous authors, i.e. academic journals, newspapers, internet sources, textbooks, surveys, official documents, and government publications. The advantage of using documented sources in this research is that they help to validate or negate the findings from the survey. Often, such sources are specific, rigid and factual. Nevertheless, some of the shortcomings that may be associated with documented sources include the nature of such records being obtained, difficulty in accessing the documents and possible bias by the author of the material. The secondary sources such as periodicals contain data that is found to be very instrumental (Johnston, 2017). Publications on service delivery in South Africa were used in analysing the findings of this study. This enriched the findings and provides a philosophical grounding. With this data, the researcher is able to determine trends and patterns over a period of time. In addition, the author used separate but important sources to conduct a critical evaluation of the existing literature.

#### **3.8.1 Trustworthiness in the quantitative approach**

Validation and reliability, in a quantitative approach, are the parameters for ensuring that the findings are trustworthy. Such criteria are discussed below.

#### **3.8.2 Validity**

Validity refers to the accuracy of the data represented by the results. It includes how well a test tests what it seeks to measure. It is also concerned with the accuracy of test scoring interpretation (Vosloo, 2014). Validity includes the problem of meaningfulness, appropriateness and usefulness of the measuring instrument applied (Noble & Smith, 2015). It is possible to avoid issues that might undermine the credibility of the report. In general, the following forms of validity – face validity, content validity and criterion validity – were considered in this research to ensure that the findings of the study answer the research questions correctly (Wood, Sawicki, Miller, Smotherman, Lukens-Bull & Livingood, 2014). To address the face validity as Noble and Smith (2015) advise, participants were drawn from the citizens and residents of Tshwane Municipality since this study is located in the area. The validity of the content was preserved by ensuring that the elements in the questionnaire include the research objectives, that is, to assess the impact of coalition government on service delivery in

the Tshwane Metropolitan. To ensure the criterion validity, the instruments in the questionnaire measured perceptions of coalition government on service delivery in the study location.

### **3.8.3 Reliability**

Reliability plays an important role in the reliability of the quantitative investigation (Anney, 2014). Reliability in a quantitative study (Wood *et al.*, 2014) is concerned with accuracy, consistency and replicability over time. The notion of consistency is that similar results should be obtained if a re-test is carried out within a reasonable period of time. The quantitative data generated was tested for reliability using the Cronbach's alpha test computed in the SPSS computer software. A satisfactory value of larger than 0.7 indicates that data items have a high and acceptable internal consistency and reliability (Patten & Newhart, 2017). Similarly, Patten and Newhart (2017:3) caution that, "Improper use of alpha can lead to situations in which either a test or scale is wrongly discarded, or the test is criticised for not generating trustworthy results". The related principles of homogeneity, continuity and uni-dimensionality were taken into account in order to prevent this to allow the researcher to improve the use of alpha. The interrelatedness of the test items solves the problem of internal consistency, while homogeneity relates to uni-dimensionality.

### **3.8.4 Method of data analysis**

The purpose of data analysis is to understanding the contents of data through the examination of relationships and themes. Analysis of data is intended to understand the patterns and trends of variation between the collected data. Descriptive and inferential statistics were used to transform the data collected into comprehensible information, which was used for this study's conclusion and recommendations. Categorical data was used to analyse the data produced from the survey, whose values are not numerically observable, but can be grouped into categories. The information can be partly categorised into more than two sets. Descriptive data lists the number of instances to be found in each class of a variable, which category has the most cases and the case allocation (Walliman, 2017). In scientific research, descriptive statistics involve describing the basic data characteristics and to summarise the sample to examine the distribution of scores of variables. Descriptive statistics address salient trends and measure the variability (Daniel & Cross, 2018). This research uses descriptive statistics where the mean scores were reported and compared to the respective variables in service delivery to determine the impact of coalition government on most of the variables. Variance measurements use the standard deviation to calculate the distribution or variance within results. In this study, mean,



frequency, range and standard deviation were included in the descriptive statistics provided in the analysis chapter.

Furthermore, statistical inference refers to when data from the small observation sample is used to make an inference/generalisation about the larger population. Statistical inference involves making inferences in the normal distribution or in the binomial distribution regarding population parameters such as mean and standard deviation (Wheelerwies & Chambers, 2010; Nardi, 2018). Data gathered from the participants was captured and analysed using the SPSS. The findings of the study were described using numbers and percentages as charts, cross-tabulations and tables. Therefore, the participants' anonymity was retained as the numbers and figures cannot be traced back to them. The Cronbach's alpha value for the whole array is deemed adequate at a rate above 0.7, which means that the information used in the study is highly reliable (Viladrich *et al.*, 2017). Also, the Freidman test was used to weigh the responses and turn data into sensible information thereby prioritising the most important items.

### **3.8.5 Ethical considerations**

This study involves human participants. Human beings are mostly used as the objects of the study in social science research, and this brings with it unique ethical challenges (Strydom 2011:113). In such studies, De Vos, Strydom, Fouche and Delpport (2017) state that protection from harm befalling the participants becomes the priority ethical concern of the researcher. Therefore, the researcher in this study followed ethical protocol to protect the participants from harm. Other concerns highlighted by De Vos *et al.* (2017) include maintaining the anonymity of the respondents, ethical handling of data by keeping it classified and away from unauthorised access and upholding human dignity throughout the process. Before data collection starts, the interviewees were briefed on the purpose of the study and were encouraged to participate with guarantees of absolute privacy and independence (if necessary) without any repercussions for any choices they make or information they provide. Prior to the commencement of the study, a letter was sent to the participants explaining the rationale behind the research and their informed consent was obtained in this process. In addition, initial interventions were made to ensure that participants and organisations were willing to participate in the research. Participants' confidentiality and voluntary participation were further assured by allowing withdrawal at any time.

In the same way, the study adheres to the ethical standards of the North-West University and its ethics committee requirements (NWU-00595-20-A4). A letter of request was sent to the

City of Tshwane for the city manager or the authorised representative to grant the researcher permission to conduct the study in all the seven service delivery regions. The letter explains in detail the rights of every participant participating in the study in order to indicate consent and permission to access the residents within city's boundaries beforehand. Additionally, any potential harm that may affect to participants has been outlined in the consent form in order to avoid harm to participants. Prior to registration, the consent form was discussed with participants. The consent form also included details to indicate to participants that if they did not feel confident, they might withdraw from participation at any point. Lastly, there is no reference in the report of any service centre to avoid identifying the participants. The results were reported in percentages and frequencies. There is therefore no way to trace the response back to the participants. Anonymity has been maintained in this way.

### **3.8.6 Conclusion**

The purpose of Chapter three was to provide an overview of the methods and techniques used to address the research questions formulated for this study. The chapter explained the methods used to generate and analyse data used for the study. The quantitative research approach was adopted. This type of analysis is predicated on the positivist paradigm that claims that truth is given objectively and can be calculated numerically using properties independent of the researcher and instruments (Flick, 2015). Quantitative data was collected and descriptive and inferential statistics were used to quantitatively analyse it. The next chapter presents an analysis of the findings of this study against the research objectives.

## 4 CHAPTER FOUR

### RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

#### 4.1 Introduction

The first chapter of this study provided the orientation of the research where the research background, research objectives, the significance of the research study, and the layout of the chapters of this dissertation were provided. These efforts were to ensure that a reader is provided with comprehensive understanding of the research. Chapter 2 reviewed the relevant literature on the constructs in this study such as political collision, service delivery and customer satisfaction. Chapter 3 outlined and provided justification of the research method used to execute the study. The suitable research method is the quantitative method given its diversity and ability to provide quantified responses that show the association between coalition government and service delivery. This chapter provides the findings from data analysis from the participants. The chapter provides three sections. The first section presents the demographic information of the participants. The second section presents the analysis on the primary research objective that seeks to assess the impact of the government coalition on service delivery. The third section provides the analysis and discussion of the secondary research objectives that seek to provide challenges faced by the residents and the areas of improvement suggested by the residents. The total number of participants in the study is 129. The initial number of participants sampled was 150 and 129 participants successfully participated in the study. A satisfactory response rate of 86% is achieved. The participants include residents from five service delivery regions of Tshwane.

#### 4.2 Demographics of participants

The Cronbach's alpha was used to test the reliability of the data. The benchmark for the reliability of data is 0.7. Table 4.1 shows the results of the Cronbach's alpha test.

**Table 4.1: Reliability Statistics**

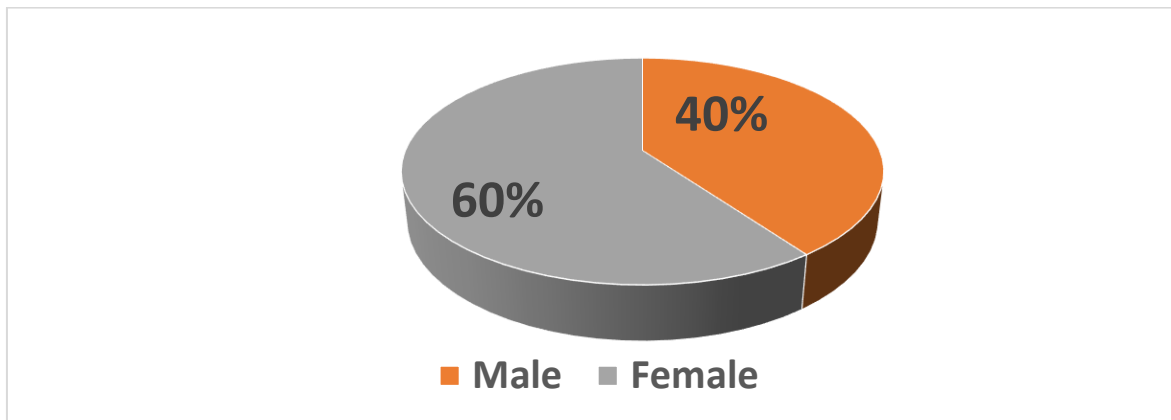
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,821	0,828	33

In this study, the Cronbach's alpha value was 0.828, which is above the set benchmark of 0.7, meaning that the data collected in this study is highly reliable for all the 33 items included in the questionnaire. The following section presents the descriptive statistics of participants according to their demographics. This section also presents the responses of the research question items. The demographic data elements include the following: gender of participants, race of the participants, highest level of education attained, residential region in Tshwane, and the type of residence. Each of these variables is analysed and discussed below.

#### **4.2.1 Distribution according to sex**

Sex of the population bears significance in South Africa. The 2015 statistics show that the male to female ratio for South Africa was 97.46 males per 100 females. This shows that there are more females than males. This study was interested to observe the number of male against the number of female participants. Figure 4.1 presents the distribution according sex of participants.

**Figure 4.1: Distribution of participants according to sex**



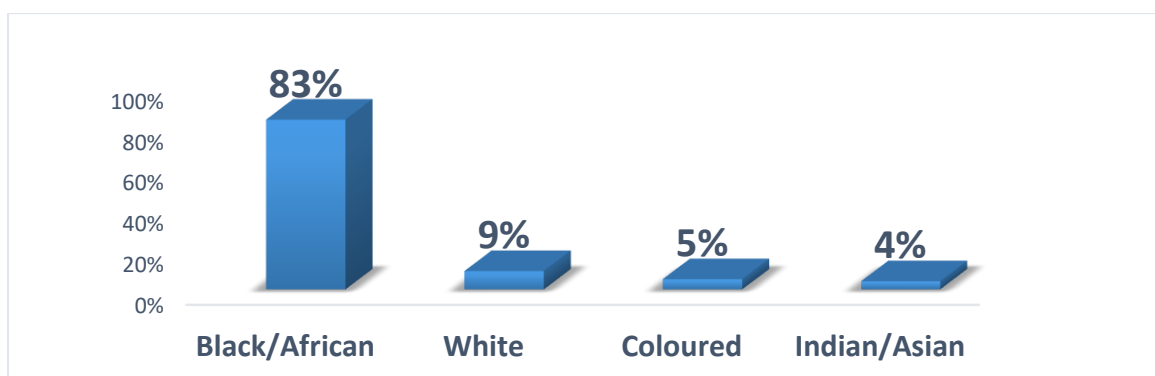
**Source: Author, 2019**

Figure 4.1 above provides the participants according to their sex. It is evident from this figure that majority of residents in Tshwane are female (60%), and males constituted the difference of 40%. This shows that there are many females residing in Tshwane than males. These findings are in line with the findings that males are fewer than the females in South Africa. The next demographic variable of interest is race.

#### **4.2.2 Participation according to racial groups**

There are four different racial groups in South Africa with black/Africans being the majority. In this study, all the four groups were assessed and the findings are presented in Figure 4.2 below.

**Figure 4.2: Distribution of participants according to racial groups**



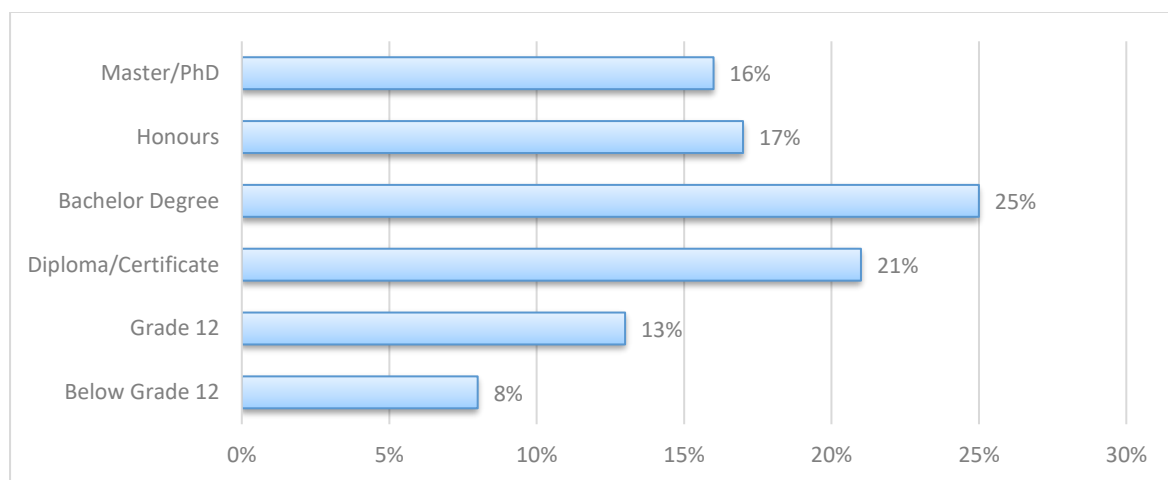
**Source: Author, 2019**

In South Africa, race plays an important part and it can be used for the analysis of various concepts, patterns and trends. Each racial group displays its different culture and tradition, and bears significant historical background not to be ignored. Race can influence behaviour and actions. Therefore, the racial group was included in this research analysis. Figure 4.2 presents the racial groups participated in this study. The results are aligned to the South African statistics with majority of citizen or residents being black/Africans. Figure 4.2 above indicates that the majority of the residents in the city of Tshwane are black/Africans (83%). The next racial group was white (9%), followed by the coloured (5%) then Indian/Asians (4%).

### 4.2.3 Highest education among participants

The other demographic variable of interest is the highest qualification attained by the participants. The findings are presented in Figure 4.3.

**Figure 4.3: Distribution of participants according to racial groups**



**Source: Author, 2019**

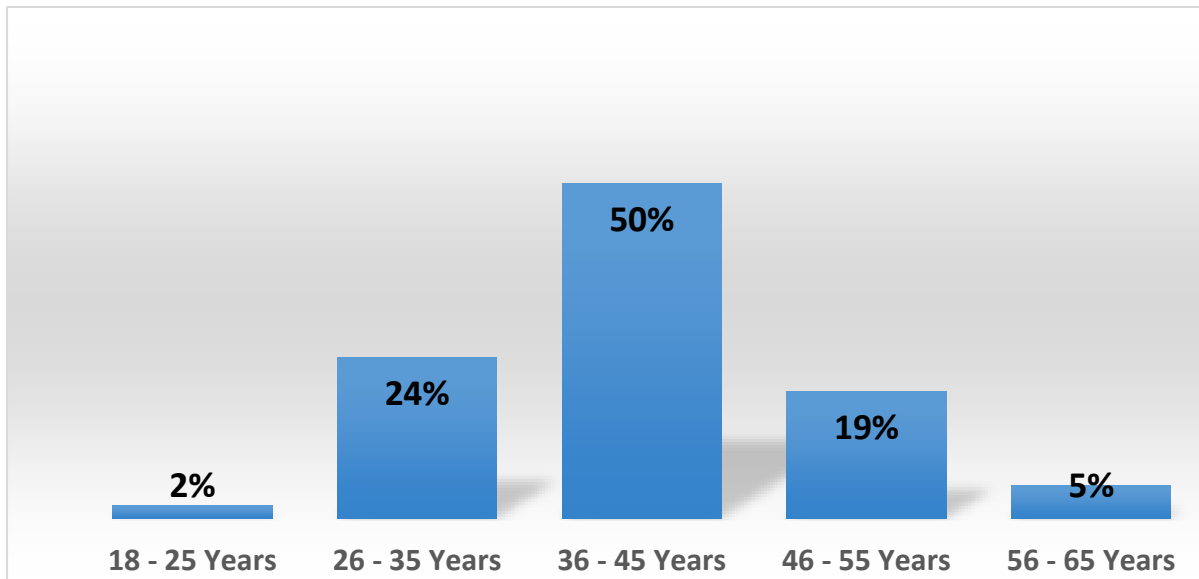
Highest education attained was assessed as one of the factors related to the way residents respond to the service delivery. As presented in Figure 4.3 on the previous page, the majority, about the quarter (25%) of participants in the study have a Bachelor’s degree, followed by 21% of participants with a Diploma/Certificate. This is followed by 17% with an Honours degree, then 16% with Master’s/PhD, followed by those with degrees (18%). Participants with grade 12 certificates are 13% and 8% do not have matric certificates. This population portrays a high

level of education. More than three quarters (3/4) of the participants have a university education level. The next variable analysed is the participant's age category.

#### 4.2.4 Age of participants

The age of the participants due to experience has a potential to influence responses.

**Figure 0.4: Distribution of participants according to age category**



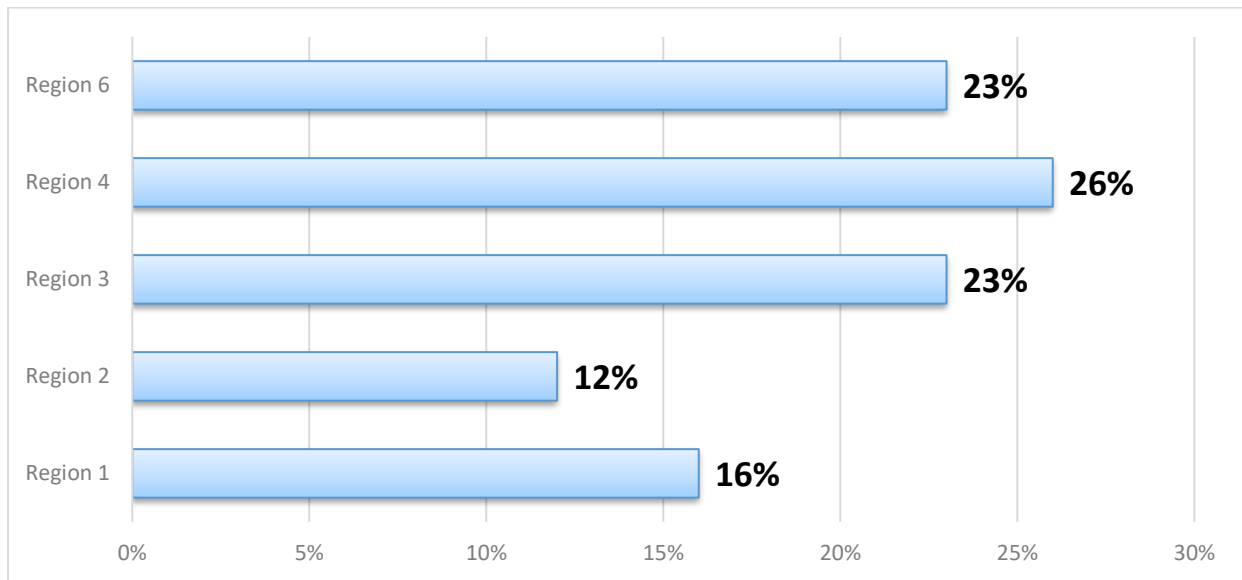
**Source: Author, 2019**

As per Figure 4.4 above, there are only 2% of participants in the ages between 18 and 25 years. The findings reveal that the majority of the residents are aged between the ages of 36 and 45 years, followed by residents between the ages 26 and 35 years, then 46 to 55 years, and there are only 5% of participants in the ages between 56 and 65 years, showing that an elderly population also participated in this research. The findings in this research confirmed the seniority because the respondents involved the older population with service delivery experience prior the government coalition and after.

#### 4.2.5 Residence region for participants

The other variable of interest from the demographics of the participants that plays a significant role in this study is the region where the participants reside. The assumption is that the responses towards service delivery vary according to where the citizens live in the city of Tshwane. The findings according to the region of the participants are presented in Figure 4.5.

**Figure 4.5: Distribution of participants according to region**



**Source: Author, 2019**

The participants involved in this study reside in five different regions of the City of Tshwane.

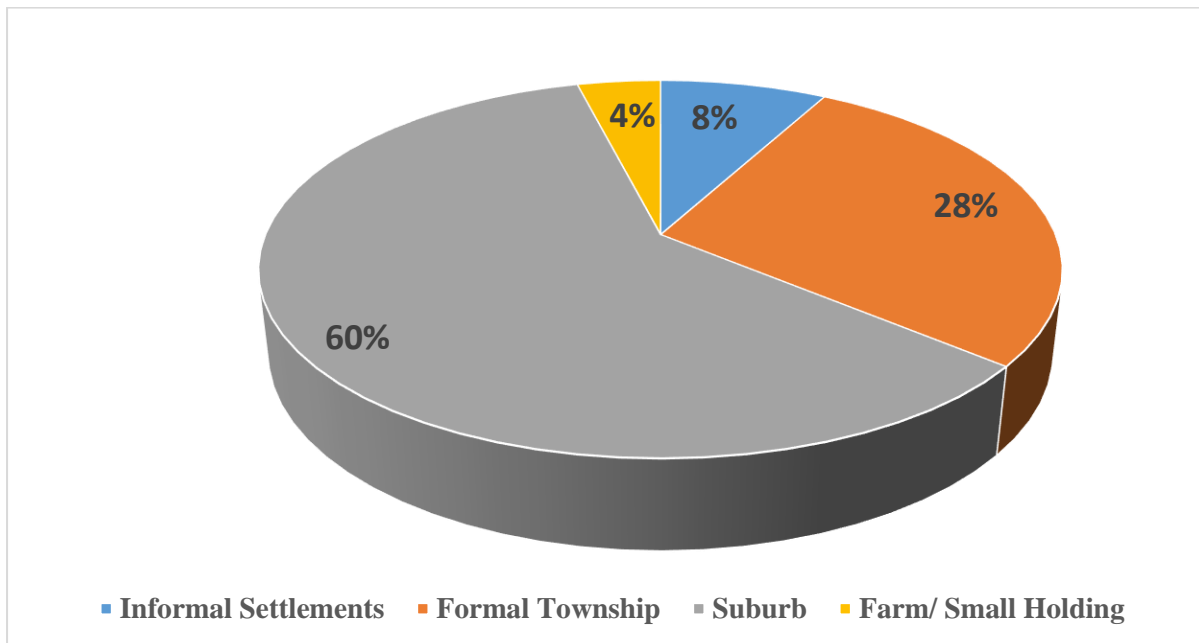
The five regions presented in the figure above are as follows: Region 1 is Akasia; region 2 is Temba; region 3 is Pretoria West; region 4 is Lyttelton; region is Mamelodi. Figure 4.5 above shows that the majority of the participants reside in region 4 (26%), followed by participants from region 3 and 6 simultaneously (23%). Then, followed by residents in region 2 (16%) and 1 (12%), respectively. This distribution was not meant to be aligned to any demographic statistics of residents in the City of Tshwane; it only shows the residents of the participants in this study.

#### **4.2.6 Participants type of residents**

The other significant demographic variable is the type of resident. The analysis is provided in Figure 4.6.



**Figure 4.6: Distribution of participants according to type of residents**



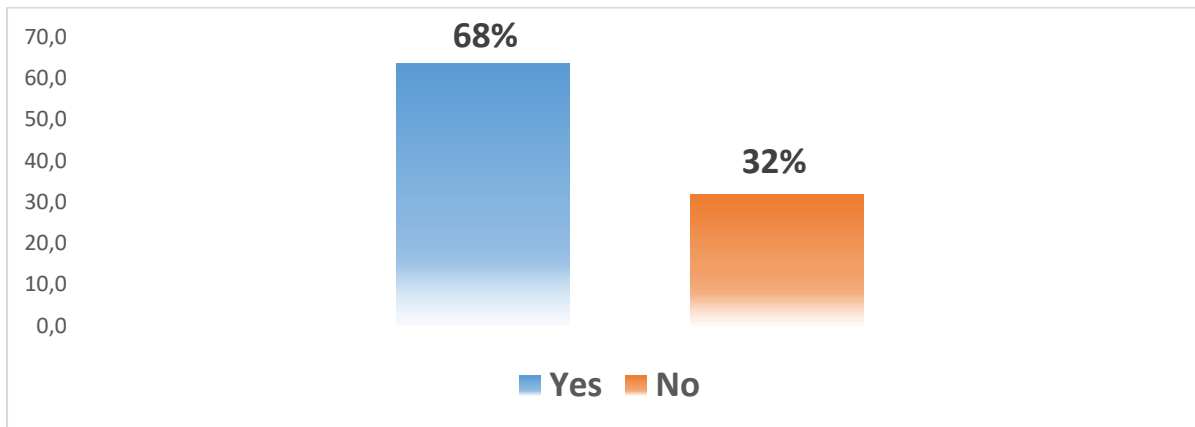
**Source, Author, 2019**

In South Africa, there are different types of residents; some of them include informal settlements, formal, townships, suburbs, villages, farms and small holdings. The types of residence for the participants of this study are presented in Figure 4.6. The findings show that the majority of participants live in suburbs (60%). Participants from formal townships were 28%, participants from informal settlements were 8% and only 4% were from farm or small holdings. These results correspond to the literature reviewed in Chapter 2, where the South Africa General House Hold Survey (GHS) indicated that 81.1% of citizens now live in formal dwellings/suburbs (STATSSA, 2018). The fact that majority of the participants are from formal settlements provides great advantage to this study. This is mainly because residents in formal residents rely on government utilities such as water supply, electricity supply and refuse removal, which play a big part of assessment in this study.

#### **4.2.7 Municipal bills**

To understand that the participants have an account with the city of Tshwane for service delivery, participants were asked if they do receive monthly municipal bill. The responses are presented in Figure 4.7 below.

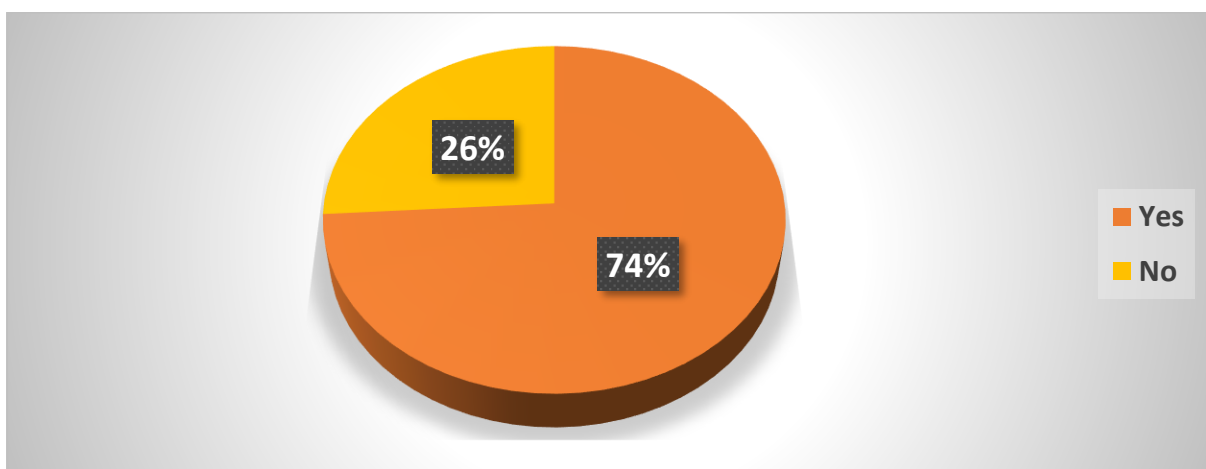
**Figure 4.7: Do you receive monthly municipal bill?**



**Source: Author, 2019**

Figure 4.7 shows that the majority of the respondents in this study do get a monthly municipal bill. About 32% responded that they do not get monthly municipal bill. There could be many reasons as to why not everyone receives a monthly bill. One of them being that there is more than one respondent within a household and a bill can only be addressed to the owner of the household. However, it can be deduced from these responses that the residents are getting a monthly municipal bill, it could not be monthly owing to post services, but there is a good number of people receiving the monthly bill. The next research question item respondent answered assessed whether the participants pay their monthly municipal services. The findings are presented in Figure 4.8 below.

**Figure 4.8: Do you pay municipal services monthly?**



**Source: Author, 2019**

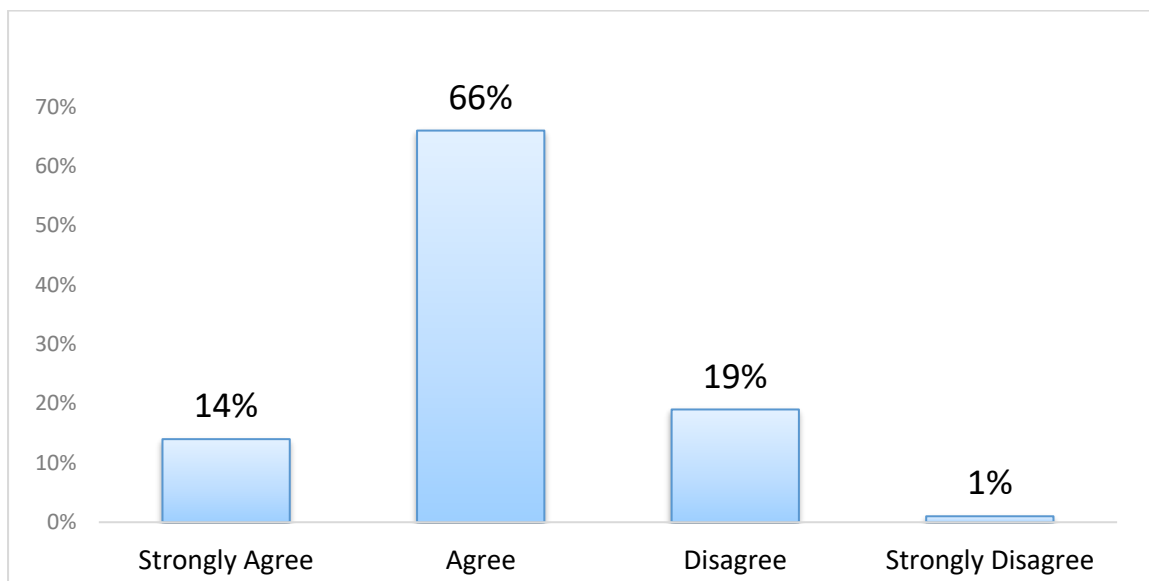
Figure 4.8 shows that the majority of participants do pay monthly services; almost three quarters of participants do pay their monthly. The reports on service delivery across the country have shown that there are outstanding bills from many citizens in South Africa. In the Sunday Tribune of 13 May 2018, the article shared the devastating truths about the shocking bills that are still to be resolved in Durban due to residents not settling their bills. This is also observed in other cities of the country. Due to this, companies such as Telkom have high debts. In the Sunday Tribune, issues of miss-billing the residents show lack of efficiency on behalf of the residents. This also contributed to the bills not paid by the residents. The next section responds to the primary objective of the study that assesses the impact of the government coalition on service delivery.

### **4.3 Response to primary research objective**

According to Gautam (2018), a coalition government is a form of government that involves multiple political parties working together to achieve unanimous decision-making mainly on forming a government or conceptualising different public policies. Booysen (2014) describes a coalition government as a group of lawmakers from various parties holding cabinet posts. In this case, the government coalition took place between DA and EFF after the 2016 elections. To assess the impact of government coalition on service delivery, this study included question items that display the impact that the government coalition potentially has on the service delivery. The responses per each item are analysed and discussed below.

To conclude whether participants have a background understanding of the government coalition that took place in 2016 between Democratic Alliance (DA) and Economic Freedom Fighters (EFF) in the City of Tshwane, participants were asked if they are aware of the coalition. The results are presented in Figure 4.9.

**Figure 4.9: I am aware of the coalition government between DA and EFF**

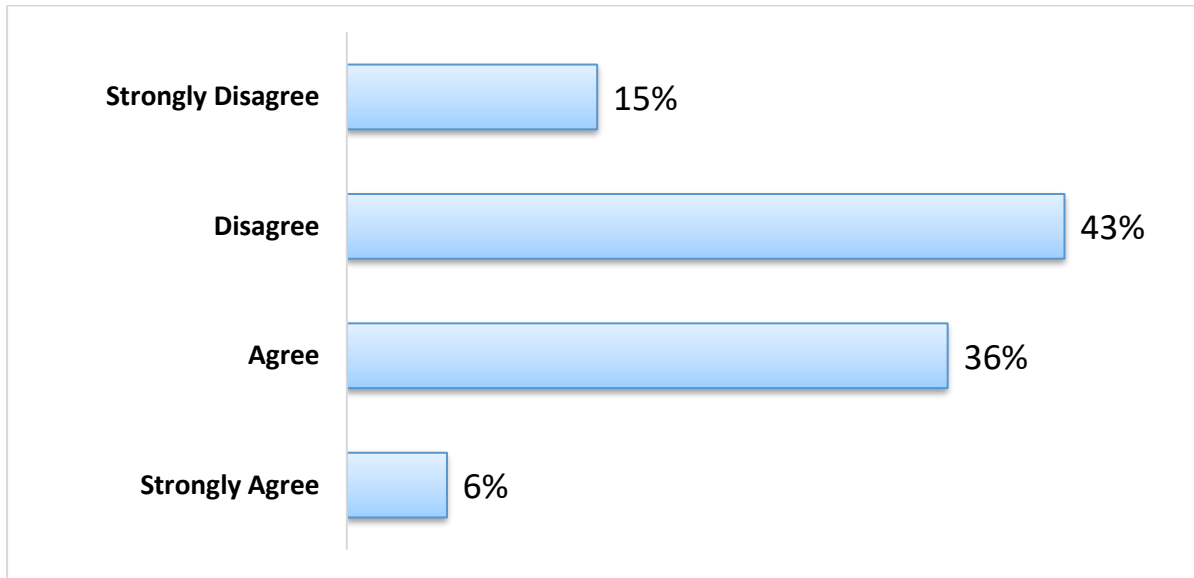


**Source: Author, 2019**

The responses from participants confirmed that they are aware of the government coalition that took place in 2016 between the Democratic Alliance (DA) and the Economic Freedom Fighters (EFF) in the City of Tshwane after municipal elections. As presented in Figure 4.9, the majority (66%) agreed that they are aware of coalition, 14% strongly agree with this matter, which makes 80% of the participants to have some knowledge of the coalition. From those who are not aware, 19% disagreed and 1% strongly disagreed of the aware of the government coalition between DA and the EFF in 2016 municipal elections. These findings show that there are few residents at the City of Tshwane who do not have political awareness. The findings correspond to the findings in the literature review that confirm that government coalition is common in South Africa (Booyesen, 2014). However, in South Africa, the government needs to strengthen awareness programmes on the political activities around the country so that 100% of the citizens know and understand of government coalition taking place.

Participants were asked to respond to the response rate to service-related complaints since the new DA administration. Results are presented in Figure 4.10.

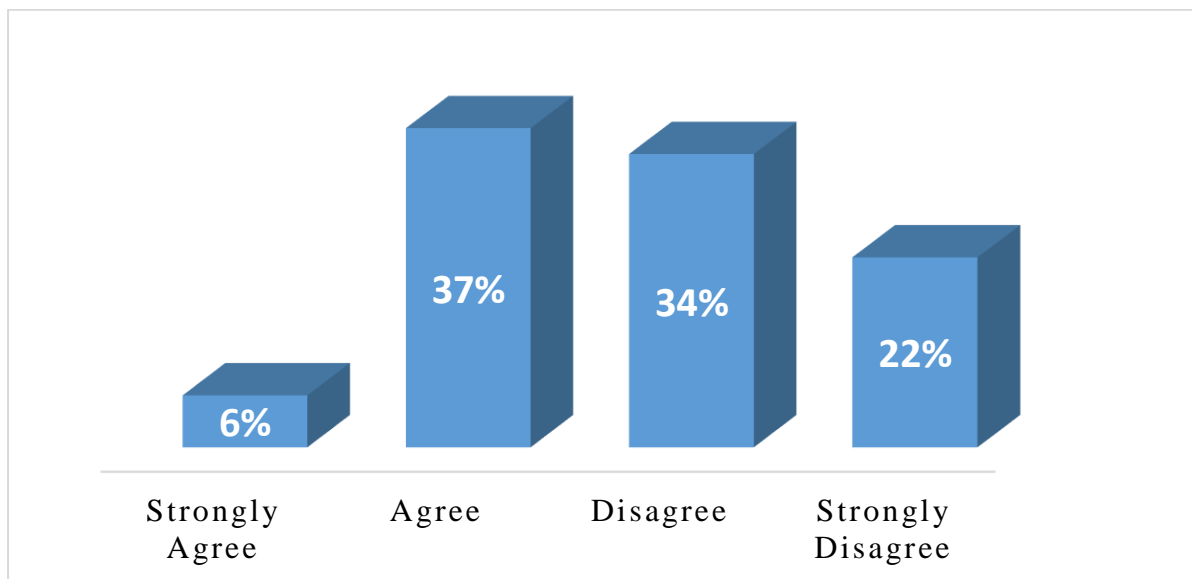
**Figure 4.10: Quick response to service-related complaints**



**Source: Author, 2019.**

As far as respondents are concerned, regarding the responses regarding the city of Tshwane having a quick response rate to service-related complaints since the new Democratic Alliance administration, Figure 4.10 shows that majority of participants (43%) disagreed that there is any quick response to service-related complaints; 15% strongly disagreed. Participants who agreed that the city of Tshwane has a quick response rate to the service-related complaints include 36% who agreed and 6% who strongly agreed. Overall, it is clear that the majority of participants are disagreeing that there is quick response to service-related complaints. For residents to appreciate the administration of DA, an intervention is needed. The comparison between the previous administration and the current one was assessed. The participants were asked “is the current City of Tshwane administration is better than the previous one in terms of service delivery?” Responses are displayed in Figure 4.11.

**Figure 4.11: Comparison of previous and current administration regarding better service delivery**

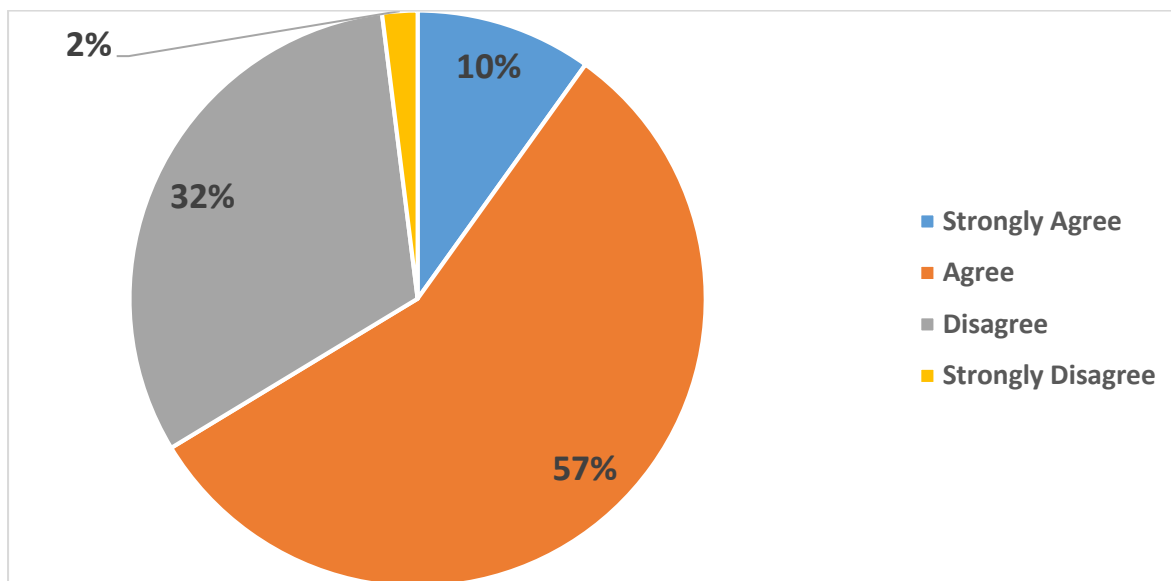


**Source: Author, 2019**

As presented in Figure 4.11 on better service delivery between the previous and the current administration, 6% of participants strongly agree, 37% agree, 34% disagree, and 22% strongly disagree that the that the current City of Tshwane administration is better than the previous one in terms of service delivery. From these findings it can be deduced that majority of respondents had better service delivery with the previous administration than the current one, somewhat indicating that the services were much better in the previous political settings. As noted by Ananti and Umeifekwem (2012), the opinions and preferences of citizens as consumers may have important implications for the sound running of public institutions, and therefore their complaints are supposed to be addressed in a satisfaction manner. However, it is premature to make final conclusion on this point; one needs to wait for the entire analysis presentation to make a final conclusion bearing in mind that the primary research objective is to assess the impact of the government coalition on service delivery.

Participants were further asked if coalition government in the City of Tshwane has not changed the city's ability to deliver basic services delivery. The responses are provided in Figure 4.12.

**Figure 4.12: Government coalition and city’s ability to deliver basic services**



**Source: Author, 2019**

Figure 4.12 above display the responses assessing if coalition government in the City of Tshwane has not changed the city’s ability to deliver basic services delivery. Majority of respondents (57%) agree that the coalition government in the City of Tshwane has not changed the city’s ability to deliver basic services delivery. Another 10% strongly agree that the coalition government in the City of Tshwane has not changed the city’s ability to deliver basic services delivery. About 32% of respondents disagree that there has not been any change in the city’s ability to deliver basic service delivery, and only 2% strongly disagree. Overall, these findings show that residents approve that the coalition government in the City of Tshwane has not changed the city’s ability to deliver basic services delivery. As confirmed in the literature, the government coalition is to provide solutions to the community problems. The literature indicates that coalition politics is one of the most complex and difficult forms of political art, requiring a variety of skills and capabilities to navigate the volatile dynamics of power as rivals become allies. As Moury and Timmermans (2013:17) reported, government coalition parties need to support policies and legislative changes that the coalition partners deem necessary, but conflict with the agenda of that specific party or conflict with its ideology. From these results, it can be suggested that coalition may not be the best way to bring change or to resolve the problems. However, it is acknowledged that with time and effort, government coalition can bring better results as demonstrated by Moury and Timmermans (2013). This section meant to assess the impact of the government coalition between DA and EFF on the service delivery.

The items included in this section assessed the impact of the government coalition on service delivery as per the primary research objective of the study. The findings discussed thus far suggest a minimal impact. The next section of this chapter addresses the questions related to the secondary research objectives of the study.

#### 4.4 Responses to the secondary research objectives

The research questions corresponding to the secondary research objectives are as follows:

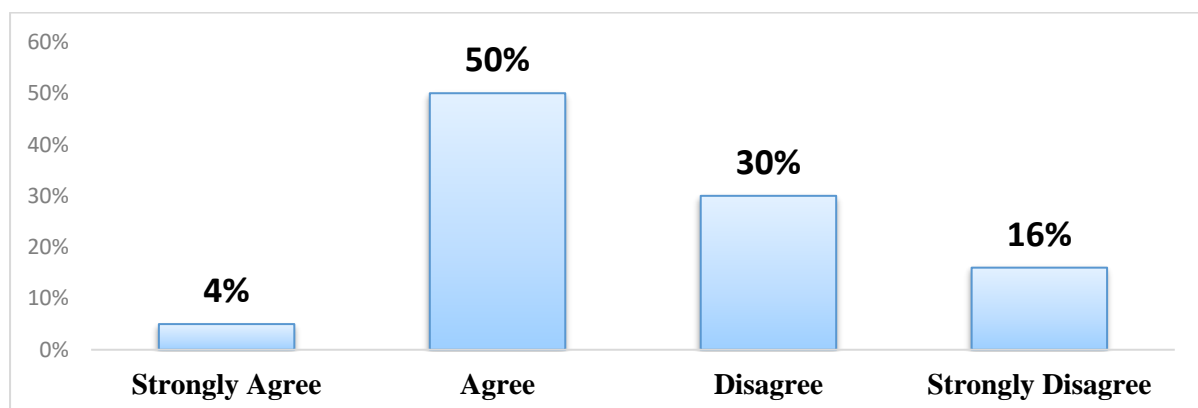
1. Are the residents satisfied with the services provided by the municipality to date?
2. Does the service delivery meet the needs of Tshwane residents?
3. What other challenges have emerged in connection to coalition government?
4. What are the areas where the municipalities need to improve on public service delivery?

##### 4.4.1 Satisfaction with service delivery

According to Thornhill and Cloete (2014:5-16), local government is at the coalface of service delivery, and good governance can effortlessly cooperate with, and deliver services to its citizens. The first question from the secondary research objective concerns the residents' satisfaction with the services rendered after the government coalition.

To tackle the first question, few items to assess satisfaction on the service delivery were included in the data collection tool. The first item asked if participants are happy with the overall service provided by the City of Tshwane's walk-in client services centres. The responses are presented in Figure 4.13.

**Figure 4.13: Happy with the overall service delivery by the city's walk-in service centres**



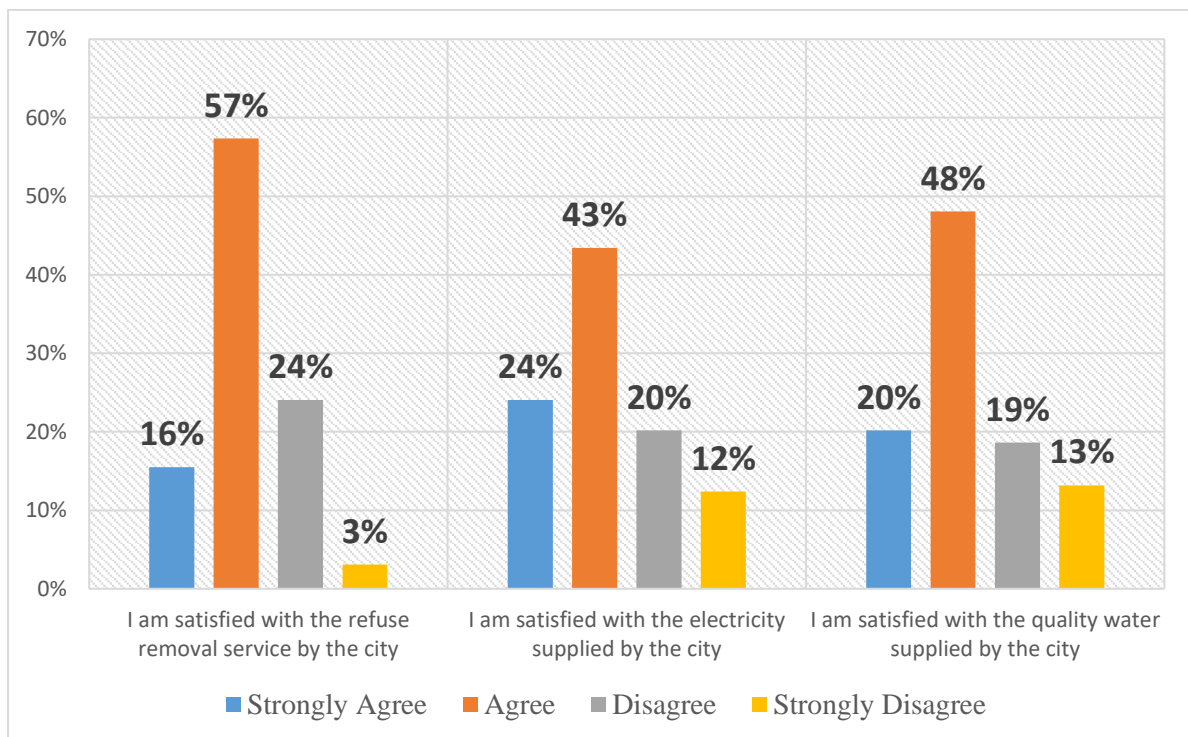
Source: Author, 2019



The findings regarding participants' happiness with overall service delivery by the city's walk-in centres are displayed in the figure above. There is minimal difference between those who are happy with the overall service and those who are not. 54% attest that they are happy while 46% are not pleased with overall service delivery. However, it is apparent that residents strongly disagree that they are happy with the service delivery in the walk-in centres and this raises concerns.

Sebola (2015) pronounces that most development objectives such as safe drinking water, food, education, health, employment and sanitation have been integrated into major human rights instruments such as the Universal Declaration of Human Rights, Employment, Social and Cultural Rights, and the International Covenants on Civil and Political Rights, among others. Further analysis included the satisfaction with the three basic needs such as electricity supply, water supply and refuse removal. The responses are provided in Figure 4.14.

**Figure 4.14: Satisfaction with basics services delivery**



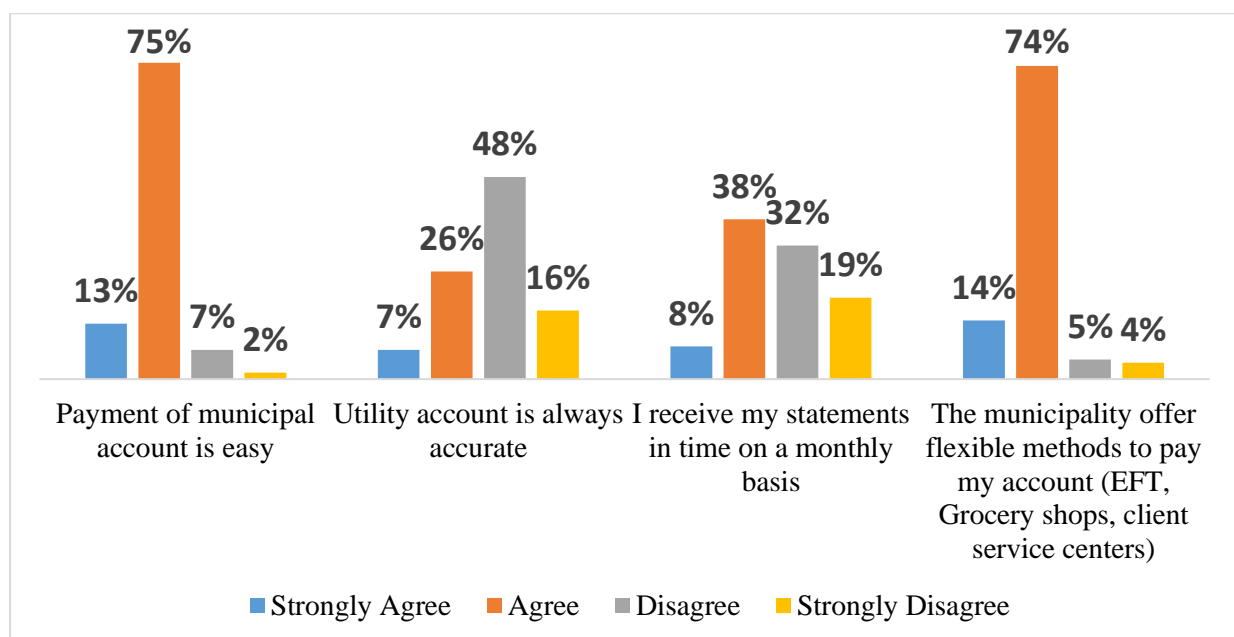
**Source: Author, 2019**

As defined by Hemson, Carter and Karuri-Sebina (2009:156), basic service delivery includes the end product of a set of government policies and actions that are carefully budgeted for. Service delivery concerns the provision of product or service to a community that were promised or expected by that community by a government or government body (Rahim,

Akintunde, Oguntoyinbo, Obanla & Aremu, 2017). From the findings in Figure 4.14, the majority of residents agree that they are satisfied. With refuse removal, 16% strongly agree, 57% agree that they are satisfied, 24% disagree, and 3% strongly disagree that they are satisfied with the refuse removal services by the city. As far as the electricity supply is concerned, 24% strongly agree, 43% agree, 20% disagree and 12% strongly disagree that they are satisfied with electricity supply. As far as quality water supply is concerned, 20% strongly agree, 48% agree, 19% disagree, and 13% strongly disagree that they are satisfied with water supplied by the city. In general, these findings show that some of the residents are satisfied with the service delivery, but there are also many residents who are not satisfied. Government provided some kind of subsidy to 13.6% of households to access to housing, an increase from 5.6% in 2002. Likewise, the report shows that 84.7% of South Africans now have access to electricity, an increase from 76.7% in 2002; while 89.0% now have access to an improved source of water against 84.4% in 2002.

The study also assessed if the payment methods to the municipality are easy for residents to make payments. Other items related to municipality accounts. The findings are displayed in Figure 4.15.

**Figure 4.15: Municipality account**



Source: Author, 2019

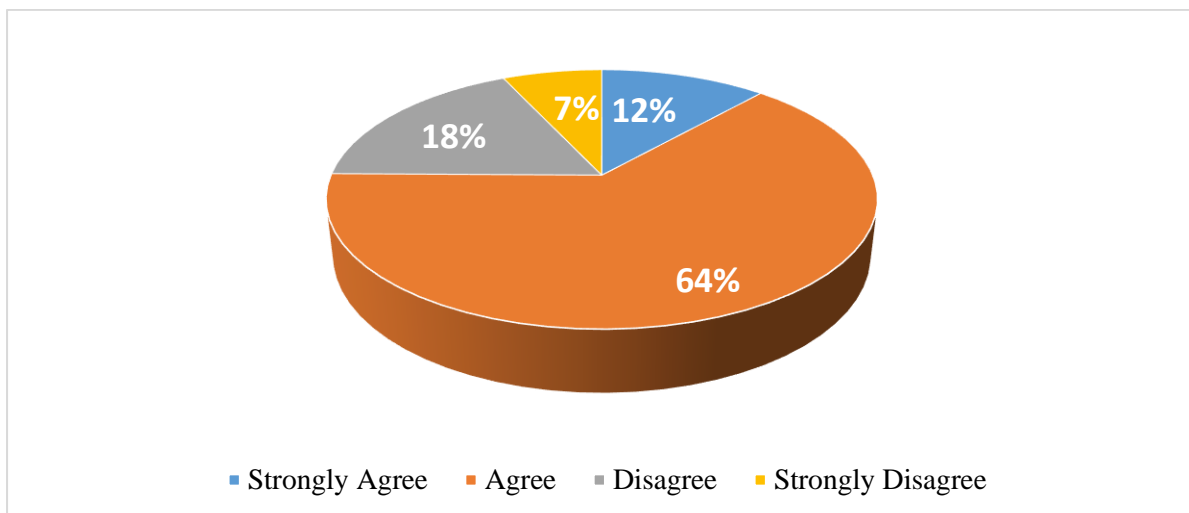
As presented in Figure 4.15, 74% of residents indicated that the payment of municipal account is easy, 13% strongly agree, 7% disagree and 2% strongly disagree. These findings confirm that payment method of the municipality account is easy than before. As far as the utility account being accurate, 7% strongly agreed, 26% agreed, 48% disagreed and 16% strongly disagreed that the utility bill is always accurate. These results correspond to the results from the Sunday Tribune of 13 May 2018. Regarding receiving the utility bill, 8% strongly agree, 38% agreed, 32% disagreed, and 19% strongly disagreed. Overall, as much as residents get their utility bills on monthly basis, as many do not get their bills too. This area needs an improvement and further research to the contributing factors to this inefficiency is required. Residents cannot be expected to pay bills that they are not made aware off. The last item on the utility bill is the flexibility methods to pay made available. The majority (74%) agreed that the municipality provides flexible methods to pay the account such as EFT, grocery stores, client service centres). Only 5% and 4% disagree and strongly disagree respectively. Overall, the municipality has made methods for payments of account available; the only disturbing fact is that most of the accounts are not billed accurately.

Satisfaction of service delivery is vital to residents. The government is supposed to serve its people and ensure that the citizens live in harmony. According to Venter (2018), the quality by which service delivery is measured will always be the degree to which the local government responds to the needs of its citizens. It is then, paradoxically, when the government becomes a factor affecting the quality of livelihood of residents. Government should be serving the communities in order for the citizens to feel honoured to be the citizens. According to Oliver (2015), an efficient public sector that provides quality public services in line with citizens' expectations while prudently managing fiscal capital is considered critical to the World Bank's mission to reduce poverty and achieve the Millennium Development Goals. Such government is what the citizens deserve. The findings regarding service delivery satisfaction confirm that there are residents who are not satisfied with the services rendered. These results correspond to the findings in the research conducted by the Municipal IQ (2017). The gathered data on service-related demonstrations affecting municipalities discovered that between 2004 and 2016, an average of 94 protests a year took place in South Africa – indicating that transparency for service delivery is considered to be lacking in many South African communities. As far as Hunter (2015) is concerned, over time, the access to services has increased; however, protesters' demands continuously focus on the low quality of services received. This concludes that South Africa's government has not succeeded towards the battle of chronic inadequate

service delivery. More studies should be invested towards assessing contributing factors to such poor service delivery after more than 25 years of democracy.

The item to assess if the residents still feel proud of being the citizen of the City of Tshwane regardless of municipal local election outcomes in 2016 was included. The results are presented in Figure 4.16.

**Figure 4.16: Proudly citizens regardless of government coalition**



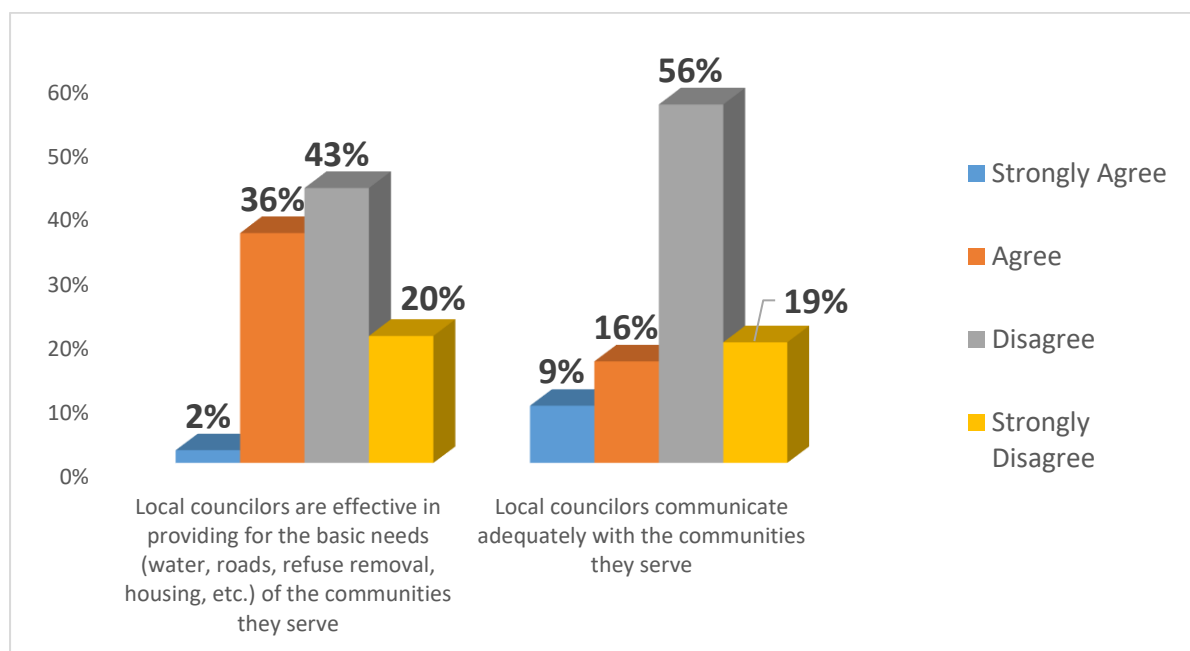
**Source: Author, 2019**

Figure 4.16 above presents the responses to: I am a proud citizen of the City of Tshwane regardless of municipal local elections outcomes in 2016. The findings suggest that majority of residents despite the government coalition are proud to be the citizens of the City of Tshwane. While 12% strongly agree, only 18% and 7% disagree and strongly disagree respectively. The overall results as far as satisfaction with service delivery is concerned showed that majority of residents are not satisfied with the service delivery. The results regarding residents being proudly residents of the City of Tshwane are interesting. Despite the residents being dissatisfied with the service delivery, they are proudly citizens. This also shows that regardless of the services provided, residents are proudly citizens of the City of Tshwane. This information also suggests that being proudly resident does not depend on the services that residents get from the local municipality. This calls for further studies to evaluate the factors that make residents proudly citizens of a particular region.

#### 4.4.2 Meeting the needs of the City of Tshwane residents

The second secondary research objective assesses if the needs of the residents are met during the current government coalition. This was achieved through assessing the effectiveness of the local leadership. The local councillor's effectiveness and communication were assessed. As pointed out by Bratton (2012) and Hicks *et al.* (2016), expectations of how local governments work are often more important than the content of the services they provide. The responsiveness of key players in the local government system, such as local councillors, is at the heart of how people view this level of government and its success in service delivery. This study also included items to assess the responsiveness of the councillors from participants regarding their effectiveness and adequate communication. This is because the councillors are expected to be the direct contact of the residents and the government and they are further expected to listen to challenges of residents and escalate them to higher levels of service delivery and ensure residents service delivery satisfaction. According to Thornhill (2008:492), the local government level is the first point of contact between a person and an institution of government. The findings are presented in Figure 4.13 regarding the effectiveness of leaders in the communities. Effective communication needs the same attention. If councillors are not effective and cannot communicate adequately, service delivery can also be at stake. This is the reason these two items are important in this study.

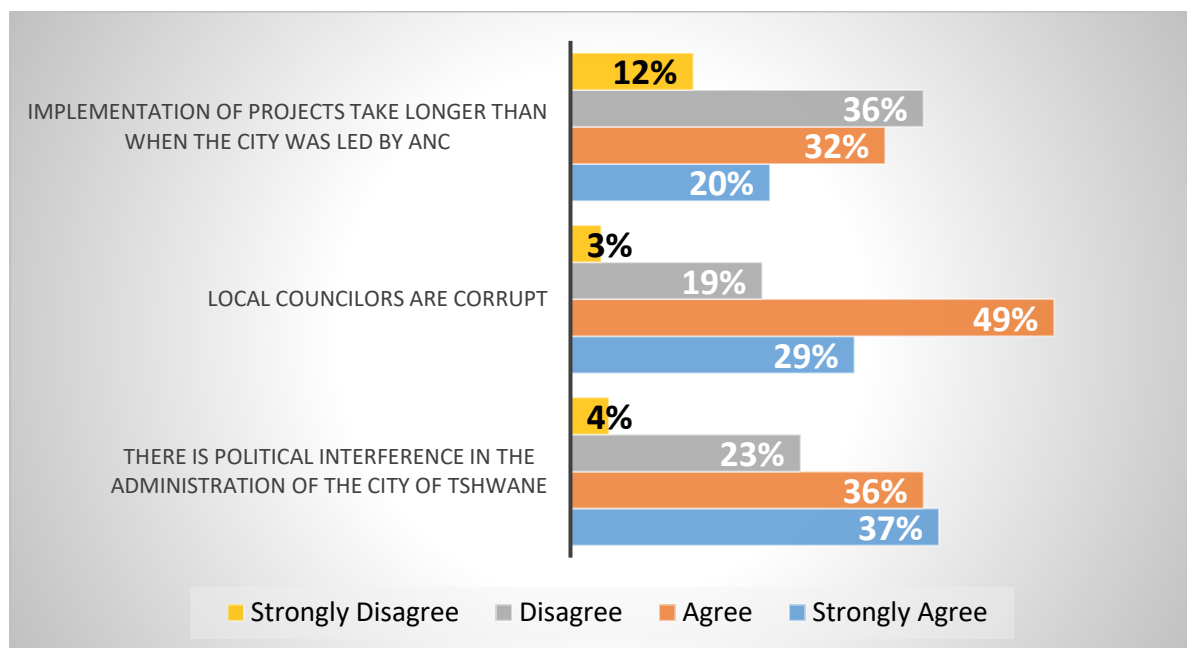
**Figure 4.17: Local councillor's effectiveness and communication**



Source: Author, 2019

Figure 4.17 above display the results for two items, one assessing the effectiveness of the local councillors in providing the basic needs such as water, roads, reuse removal, and housing in the communities they serve and the other assessing if local councillors do communicate adequately with their communities. The findings presented in Figure 4.13 show that few residents (2%) agree and (9%) strongly agree with the two items, respectively. For effectiveness in providing basic services, 36% of participants agree that their councillors are doing their best, 43% disagree that there is any effectiveness in service delivery and 20% disagree as well. Overall, majority of residents disagree that councillors are effective in delivering the basic service delivery. As far as the communication is concerned, the majority (56%) disagree and 19% strongly disagree that their local councillors communicate adequately with them. The next analysed items include the corruption and interference within the administration. The findings are displayed in Figure 4.18.

**Figure 4.18: Local councillor’s corruption and interference with government**



**Source: Author, 2019**

Figure 4.18 shows the findings on corruption and political interference. The findings show that 3% and 4% disagree and strongly disagree that local councillors are not corrupt and there is no political interference in the administration of the city of Tshwane. About 49% agreed that local councillors are corrupt, and 29% strongly agreed. The high number of participants agreeing to the corruption attests to inefficiencies of service delivery experienced. Shai (2017) attested that corruption and bureaucratic inefficiency are identified in various mismanagements of

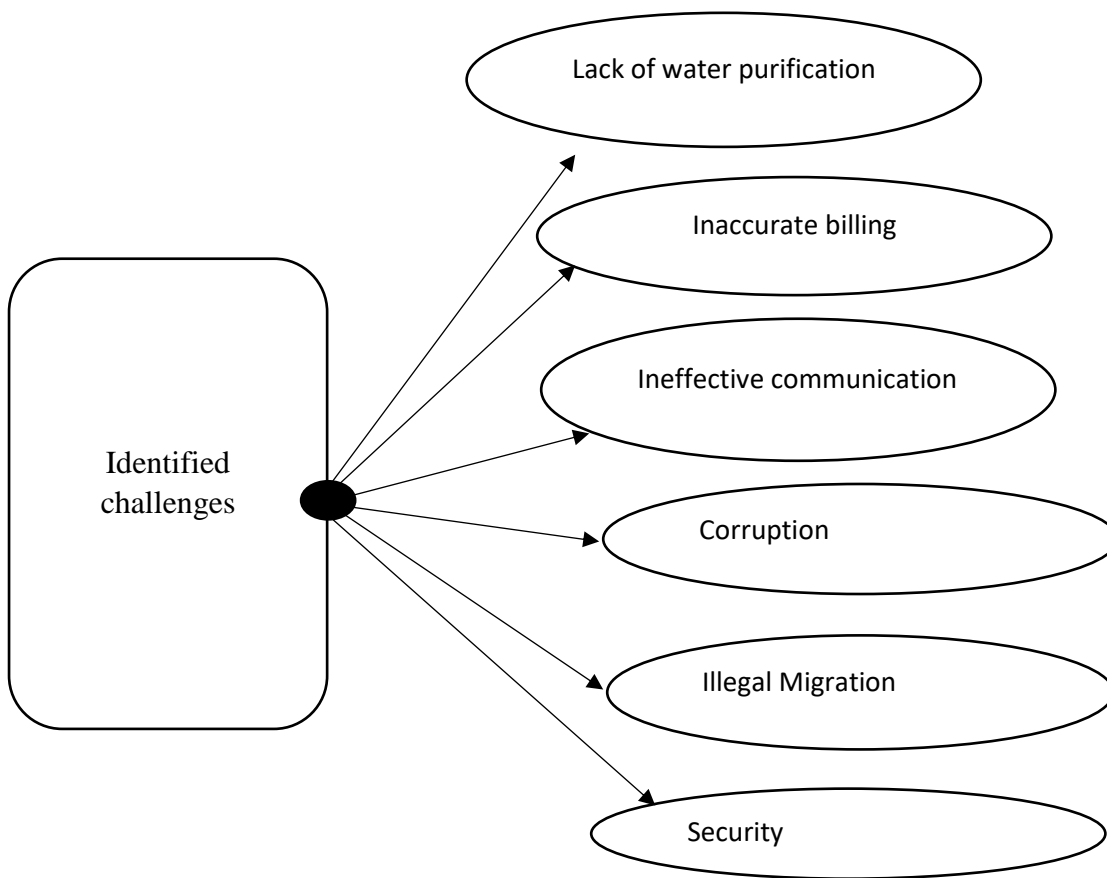
government projects. In this study, participants also indicated that there are political interferences, 36% agreed while 37% strongly agreed.

To further measure the impact of the government coalition, participants were also asked if the implementation of projects takes longer than when the city was led by the African National Congress (ANC). About 12% and 36% strongly disagree and agree respectively. About 32% and 20% agreed and strongly agreed respectively. There is a small difference between those agreeing 52% and those disagreeing (48%) that the implementation of projects takes longer than when the city was led by the African National Congress (ANC). The literature reviewed indicated that as a government close to the people, local government is essential for supporting local democracy and should ensure that local communities provide effective and efficient services. Treller (2013) corroborated this view. He opines that local government features include: a designated area, a population, an active entity, authority and power to conduct and carry out community works, the ability to make contracts and make decisions, the ability to collect revenue and to establish a budget. Literature also demonstrated that local government is established to enhance the people's quality of life by delivering services effectively and efficiently, directly affecting their daily lives. However, the findings in this study portray local municipality that does not have effective leaders advocating for their basic human rights. Therefore, the findings indicated that the residents' needs are not met.

#### **4.4.3 Challenges emerged in connection to coalition government**

The third secondary research objective is concerned with challenges that residents experience in the City of Tshwane. Participants were asked to elicit challenges in their regions. The challenges are displayed in the figure 4.19.

**Figure 4.19: Challenges identified by residents**



The last objective of this study suggests the improvements that can be done by the City of Tshwane to enhance service delivery. Participants were asked to elicit the recommended improvements.

#### **4.4.4 Improvements for public service delivery**

The following were the improvements that residents suggested should be implemented by the City of Tshwane to improve the service delivery.

##### **1. Clean drinking water**

Majority of the participants indicated that the drinking water in their community is not good for drinking. The residents are concerned for their health and the effect from the water that is not purified. Therefore, the improvement that the residents request is that they are provided water that is drinkable at all times.



## **2. Accurate billing of utility rates**

The residents showed the great concerns regarding the inaccurate bills that they receive on monthly basis. Due to these inaccurate bills, most of them are discouraged to pay even the small amount they owe. The residents would like these inaccurate bills to be sorted so that they pay the right amount.

## **3. Corruption watch policies**

Majority of participants also identified that there is lot of corruption within the communities. The corruption also takes place among the people who are supposed to protect the residents. The recommendation is that there should be a corruption watch that will assist with eradicating corruption in the city.

## **4. Communication to residents**

Residents indicated that most of the time, there is no adequate communication between them and the city. This communication can include all the service delivery inefficiencies such as power cuts, load shedding, road services, and closure of roads. The recommended improvements from the residents are that the City of Tshwane includes improving communication through different channels such as the local radio stations, and local platforms like ward councillors meeting.

## **5. Street lights and potholes**

The residents also highlighted the challenge of not having street lights operational, which leaves the areas dark at night and encourages crime. The residents also showed frustrations due to roads with potholes. These are causing accidents and the resident requested of the City of Tshwane can look into this and regard it as an urgent matter to avoid road accidents.

## **6. Crime in the inner city by having patrols**

The city continues to be a crime spot. The city has experienced different sorts of crimes. The residents are recommending that the management invest in security to patrol the city as a solution to the crime experienced in the inner city of Tshwane.

## **7. Migrant policy to be reinforced**

Residents indicated that the issue of illegal migrants is out of hand causing the many problems. Strengthening the migrant policies and reinforcing these regulations are proposed to eliminate the migrant-related matters.

### **4.5 Summary of the findings**

The impact of government coalition on service delivery is the primary objective of the study. To respond to the impact of the government coalition on the service delivery, there were few items included in the study. Those items are summarised below:

The item “Is the current City of Tshwane administration better than the previous one in terms of service delivery?” was used as one of the items to assess if the government coalition has an impact on the service delivery in the City of Tshwane. About 56% of the residents show that the previous administration was better on service delivery than the current one. The other 44% were opposing that the previous administration was better than the current one. The second item used to assess the impact of the government coalition on service delivery was if the coalition has changed the city’s ability to deliver basic services. Majority of respondents (67%) indicated that the coalition government in the City of Tshwane has not changed the city’s ability to deliver basic services delivery. While the rest (33%) show that the government coalition in the City of Tshwane has changed the city’s ability to deliver basic services delivery. The other item that assessed the impact was the response to the complaints in the new administration. Majority of residents 58% show that there is no any quick response to service-related complaints, while 42% show that there is quick response to service-related complaints. Concluding from these findings, the results show that there is some impact that the government coalition has on service delivery. The variance between the residents who disagree and agree for the items used to measure the impact of government coalition on service delivery is small.

Regarding the secondary objective of the study that seeks to assess the satisfaction of residents with service delivery after the government coalition, the findings show while some of the residents are satisfied with the service delivery, there are some residents showing dissatisfaction. For example, 27%, 32% and again 32% for refuse removal, electricity supply and water supply. These numbers are high and it can be deduced that though there are many residents satisfied with the service delivery, there are also many residents who are not satisfied.

The residents were also asked if they are happy with the overall service provided by the City of Tshwane's walk-in client services centres. The findings indicated that 54% are happy, while 46% are not pleased with overall service delivery at the walk-in centres of the City of Tshwane. The residents elicited challenges experienced as far as service delivery is concerned. The residents also provided the improvements that the City of Tshwane can provide to make the residents satisfied with the service delivery.

#### **4.6 Conclusion**

The main objective of this chapter is to provide findings from the data analysis to respond to the research questions. The analysed data from the data collected from the residents of the city of Tshwane was presented in this chapter using figures and tables obtained from quantitative analysis provided by SPSS. A satisfactory response rate of 86% was achieved. The reliability of the data obtained from the participants was tested using Cronbach's alpha test from the SPSS. A value of .83 was obtained showing that the data is highly reliable. This chapter aimed to respond to the primary research objective of the study that seeks to assess the impact of the government coalition between the DA and the EFF as of the 2016 elections. The chapter also aimed at responding to the secondary objectives. The secondary objectives present three research questions; the first one seeking to report if the residents are satisfied with the service delivery. The second one seeks to report any challenges experienced by the residents. The third one seeks to provide the improvement the City of Tshwane should undertake from the residents' perspectives. This chapter was successful in responding to both the primary and the secondary research objectives. The next chapter draws conclusion for the findings of this study and provides the recommendations.

## **5 CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter puts forward a synopsis of the evaluations and analysis from Chapters one to four. In essence, the chapter knits the study into one piece and lays the foundation for future research. It also proffers crucial recommendations on how service delivery can be improved in the City of Tshwane Metropolitan and it makes suggestions for further study. The subject matter of this dissertation deals basically with assessing the impact of coalition government on service delivery using the Tshwane metropolis as a case study. Specifically, through the application of the qualitative method of enquiry, the investigation queries the impact of coalition government on the City of Tshwane since the 2016 local government elections in South Africa. The summary is presented below.

#### **5.2 Summary of findings**

Since the advent of inclusive democracy in South Africa, the government has made endeavours to address and resolve some of the challenges associated with its effectiveness and efficiency in delivering services. However, irrespective of the programmes put in place by the government, the country has had an increasing number of service delivery protests to date. Therefore, the primary objective of this investigation was to assess the impact of coalition government on service delivery in the City of Tshwane Metropolitan. In other words, is there a correlation between coalition government and service delivery? To do justice to this investigation, the secondary objectives were:

- To unearth other service delivery problems and challenges that residents are faced with;
- To establish what areas (if any) need attention and improvement by the municipality;
- To establish what the residents need to be done in order to improve the quality of the public service offered by the City of Tshwane; and
- To draw conclusions and make recommendations based on the results of the impact of coalition government in the City of Tshwane Metropolitan.

### 5.2.1 Chapter one

The groundwork for the study was laid and conceptualised in Chapter 1. The background of the study was clearly elucidated in this chapter. It was observed that the principal role and duties of municipal governments are to create an environment for efficient and effective delivery of services within a specific jurisdiction to communities. Therefore, municipalities in South Africa play an important role in providing basic services including: drinking water, sanitation, sustainable supply of electricity, and waste disposal. The location of the study was also identified and discussed. It was noted that the Metropolitan Municipality of Tshwane is a municipality of Category A located in the Province of Gauteng. It merged with the Metsweding District, a consequence of the Strategy for the Gauteng Global City Region to reduce the number of Gauteng municipalities to at least four by 2016.

Moreover, the research problem shows that despite the programmes put in place by the Department of Cooperative Governance and Traditional Affairs (CoGTA), the country has experienced an increasing number of service delivery protests to date. The City of Tshwane has had its fair share in communities protesting for delivery of services even after the newly formed coalition government between the Democratic Alliance (DA) and EFF. Some of the reasons given for these protests include mismanagement due to “political instability or interference, corruption and incompetence” (Brand, 2018). The consequences of these include poor service delivery or none at all, financial problems such as low debt collection and subsequently, huge overdue creditors’ payments as well as backlogs in infrastructural developments. Consequently, this study aims to address this knowledge gap by enquiring from residents of the City of Tshwane how satisfied they are with delivery of basic services post the coalition governance.

The primary objective of the study is to determine and assess the impact of coalition government on service delivery in the City of Tshwane Metropolis. The researcher sets out to determine whether there is a link between coalition government and service delivery by assessing the satisfactory levels of the residents of the City of Tshwane post the Democratic Alliance (DA) taking office in 2016.

The secondary objectives will seek to unearth other service delivery problems and challenges that residents are faced with; to establish what areas (if any) need attention and improvement by the municipality; to establish what the residents need to be done in order to improve the

quality of the public service offered by the City of Tshwane; and to draw a conclusion and make recommendations based on the results of the impact of coalition government in the City of Tshwane Metropolitan area.

To evaluate the impact of coalition government on service delivery in the area, an empirical research design was utilised in this study. An explicit exploration, description and analysis were done. For this purpose, quantitative research design is used to gather the data needed to answer the research question and eventually resolve the research problem. A questionnaire was designed and evaluated in terms of the non-ambiguity, relevance, general validity, and interpretation, for the target group. Precautionary measures were taken to ensure quality answers are obtained. Both open and close-ended questions formed part of the questionnaire in order to obtain qualitative opinions of the citizens and quantitative data that may reveal the impact of coalition government on service delivery in the City of Tshwane.

### **5.2.2 Chapter two**

Chapter 2 established and connected the research with existing literatures on the subject matter while situating the relevance of the study within context. This chapter provided a survey of the field of study in order to give a consistent basis for aligning the research with what has been discussed in the discipline. Therefore, the importance of the section lies in the fact that it helped to identify the gaps on the impact of coalition government on service delivery and it explored how the lacunas can be resolved.

### **5.2.3 Chapter three**

Similarly, Chapter 3 discussed the relevance of quantitative method of inquiry to the design of this study. The methods of data collection and analysis were thoroughly discussed in the chapter. In line with the lacunas identified in the literature study and the objectives highlighted in Chapter 1, questionnaires were designed to collect data for the empirical study discussed in Chapter 4. Probability sampling, which involves the selection procedures where elements are chosen randomly from the sampling frame and each element has a known, non-zero chance of being selected, was adopted in the study. The findings from the fieldwork were augmented with secondary sources.

#### 5.2.4 Chapter four

The fourth chapter discussed the findings from the empirical review. It is composed of three sections. The demographic information of the participants was presented in the first section. Analysis on the primary research objective that sought to assess the impact of the government coalition on service delivery was x-rayed in the second section. While the third section provides the analysis and discussion of the secondary research objectives that seek to explore the challenges faced by the residents and the areas that require urgent improvement as suggested by the residents. More importantly, the findings in Chapter 4 indicate that 68% of respondents claim that they do receive monthly municipal bills, which makes it pertinent for the Municipality to intensify its efforts at distributing the bills so that residents can make payments for the services they received. On the payment of monthly bills, most respondents maintained that they pay their bills regularly, but 26% of them have not been faithful to this commitment. Also, this study discovered that participants have a background understanding of the government coalition that took place in 2016 between Democratic Alliance (DA) and Economic Freedom Fighters (EFF) in the City of Tshwane.

Similarly, majority of participants disagree that there is quick response to service-related complaints. The findings further indicate that majority of respondents had better service delivery with the previous administration than the current one. Residents insist that the coalition government in the City of Tshwane has not changed the city's ability to deliver basic services delivery. Likewise, majority of residents disagree that councillors have been effective in delivering basic service delivery under the coalition. As far as the communication is concerned, the majority (56%) disagree and 19% strongly disagree that their local councillors communicate adequately with them. On fiscal probity, 49% of respondents agree that local councillors are corrupt, and 29% strongly agreed. The high number of participants agreeing to the corruption attests to inefficiencies of service delivery experienced in the area. Participants also indicated that there are political interferences as the councillors discharge their duties. They further maintained that not much has changed in the implementation of projects under the coalition government compared to when the city was led by the African National Congress (ANC). Apparently, residents strongly disagree that they are happy with the service delivery in the walk-in centres and this raises concerns.

In terms of refuse removal, majority of residents agree that they are satisfied with, 16% strongly agreeing, 57% concurring that they are satisfied. With regard to electricity supply, 24%

strongly agree, while 43% agree that there has been some level of satisfaction in this regard. Importantly, these findings show that some of the residents are satisfied with the service delivery, but there are many residents who are not satisfied, and this calls for urgent action on the part of the management to forestall breakdown of law and order. In all, while most residents get their utility bills on monthly basis, many do not get their bills as and when due. This area needs improvement and further research into the contributing factors to this inefficiency is required. Residents cannot be expected to pay bills that they are not made aware of by the municipality or service providers. This may lead to over-taxation or under-taxation as the case may be.

### **5.3 Conclusion**

A coalition government is a multi-party government where as a single government many parties collaborate and govern. The aim of the current research was to investigate the impact of coalition government service delivery in the City of Tshwane Metropolitan. Through the quantitative method of enquiry, the study discovered that the quality of services delivered in the area has not had any significant improvement from what it was under the previous administration in the municipality. Various factors like corruption, poor dialogue between the leaders and the led as well as lack of innovative leadership were identified as some of the problems inhibiting effective and efficient service delivery in the area. While there is no optimal or ideal template for building and maintaining coalitions that will be beneficial to the citizens, there are plenty of considerations that need to be carefully considered by coalition parties, both in building coalitions and in trying to maintain them. Municipal experience suggests that political alliance is not necessarily linked to political fragility or weaker quality of service. Citizens may benefit from increased political competition and increased oversight associated with coalitions. Tshwane may be able to benefit from this situation if the political differences between the parties are set aside in the interest of the masses.

### **5.4 Recommendations**

The service industry plays an increasingly important role in many countries' economies in today's global competitive environment, and providing quality service is seen as an imperative



strategy for success and survival. Improving the delivery of service is principally about improving the efficiency and effectiveness of the services delivered. Current cities face many urgent challenges that have required the implementation of new smart service delivery systems to address these challenges. The reason for this strategy is that cities are becoming more and more the driving forces of their national economies in the developed world, for example Prague, Zurich, Paris, and Tokyo. Essentially, South African municipalities are saddled with the responsibility of delivering services to the communities they serve thereby playing pivotal role in development (Natalini, 2010; Mubangizi, 2016). Therefore, political parties forming a coalition must have a clear plan on how they intend to carry out their duties in ways that support their mandate. Consequently, Maserumule, Nkomo and Mokate (2016) emphasise that after the results of the 2016 local government elections, which gave rise to coalitions between different parties to manage hung municipalities, there is need to focus on ways of managing these municipalities to ensure that they effectively discharge their duties to the people.

Accordingly, in line with the findings in Chapter 4 of this study, the following recommendations are made to help achieve the constitutional objectives of the City of Tshwane Municipality:

Firstly, a dynamic combination of approaches is needed to ensure that service employees in the Tshwane Municipality are willing and capable of delivering quality services and remain empowered to provide customer-oriented, service-oriented products. To create a customer-oriented, service-oriented workforce, companies need to hire the right people, develop people to deliver the quality of service, provide the necessary support structures and keep the best employees (Department: Performance Monitoring and Evaluation, 2013). This implies that the Municipality under investigation must see the development of human capital as an integral part of its quest to improve customer satisfaction.

Secondly, the local government sphere of government plays a key role in the development of the country. In order to remain viable, efficient and effective in responding to the dynamic needs of the citizen, it must adopt strategies that can improve the productivity and quality of the services provided. This means that the Tshwane local government must be run in partnership with all stakeholders and must be focused on promoting private sector and citizens' advancement through a well-managed policy and regulatory environment. Total quality management, strategic management of the enterprise, training and development are the main techniques for enhancing service delivery. Citizen involvement in local authority relations is

important since service users consider themselves as key local authority stakeholders. This will help ensure that communities act responsibly towards Municipal properties. This study maintains that their interests should be respected if the local authority is to achieve ineffective service delivery. In essence, “government departments involved in service delivery to the public adjust their monitoring and evaluation frameworks to include mechanisms for incorporating the views and experiences of citizens on service delivery” (Chabane, 2013: ii). Citizen-based monitoring is an iterative process that ties citizens’ input to improved service delivery. Over time, this has the prospect of contributing significantly to strengthening active citizenship and building a capable and development state.

Although complaint management focuses on processes for addressing individual or specific complaints and issues, citizen-based monitoring focuses on creating a continuous learning loop for understanding and enhancing services. This acknowledges that citizen-based surveillance can be powered by departments of government (involving individual citizens directly); through partnerships with organised civil society; and as independent initiatives of civil society. The principles set out in this framework affirm all three of these approaches’ value and importance.

Thirdly, by encouraging non-municipal organisations and interests to participate, cities and councillors will pursue innovative new strategies to providing key municipal services. Citizens’ complaints must be attended to on time to avoid frustration that often spirals into violent protests. This will also encourage service users to pay their bills as and when due.

Fourthly, an essential component of any nation’s socio-economic and political growth is its ability to throne and maintain qualitative governance based on focused and patriotic leadership. Good governance requires accountability, openness, and participation, compliance with the rule of law, effectiveness, efficiency and fairness in resource distribution. Therefore, bribery and corruption must be eradicated from the local municipalities as this will result in increased accountability and transparency. Corruption is at the heart of the intractable problems of poor service delivery. The epidemic has tainted government spending by encouraging unsustainable, over-sized budgets aimed at creating kickbacks to the detriment of investments that will have positive social and economic impacts on the society. Investments have become costlier and unattractive by systematic corruption. This has resulted in the mistrust of government. Through improved e-governance structures, some of these wasteful spending can be curbed by the government.

Furthermore, it is germane for the City of Tshwane to intensify its efforts at distributing the bills so that residents can make payments for the services they received. One sure way of doing this is by adopting modern technologies and other electronic means of distributing bills like short message systems (sms), emails, and WhatsApp messages (Mubangizi, 2016). Timely distribution of bills will improve government revenues and provide money for both capital and recurrent expenditures. In addition, residents who have been faithful to the payment of their bills should be given some incentives like discounts to encourage them to keep on paying their bills. Annual raffle draws can be held to reward loyal customers. In the same manner, locals who have been perennial debtors should also be given some incentives to enable them pay up their debts. This can be in the form of percentage discounts from the outstanding bills.

Additionally, strategic public service planning will help the coalition government improve its services to the electorates. The Presidency must show the political will to complete the process of decentralisation of the three tiers of government (The World Bank, 2011). South Africa needs a development approach that empowers local governments, communities and civil society while aligning sectors to achieve this dream of decentralisation, civic engagement, and citizen-user transparency. According to the Local Government Minister, Zweli Mkhize, most municipalities in South Africa have collapsed as a result of political interference. He noted “Another key aspect that we need to fix is the politics and its impacts on the functioning of municipalities” (Shange, 2018: para 6). The Minister averred that only 7% of municipalities were functioning well in the entire country. For this reason, the local councils must be granted full autonomy (financial and legislative) to enable them discharge their duties more efficiently. Political interference often choked the development of local municipalities in South Africa as reported by the respondents in this study. While there may be a reasonable level of satisfaction with some services in the Municipality of Tshwane, there is still room for improvement. Water, electricity and sanitation must be improved to reach all nooks and crannies of society. This will help in bridging the gaps between the rich and the poor in the society.

For effective management of the Municipal Councils, government needs to design and implement planning, budgeting and infrastructure through strategies that make local government accountable to citizens-users. Equally, development of community-based planning, grants for community development, and the Community Works Program (broadly local and community-driven programmes and activities geared towards development) once

these programmes are transferred to local government (Department: Performance Monitoring and Evaluation, 2013). There is a need to establish or reinforce sector-specific monitoring and evaluation systems, citizen-user dialogue and user supervisory committees to give real power over service providers to these systems. Government must develop and implement accessible systems for combining input, output and financial data into a single system. Strengthen the capacity of the community to hold accountable service providers and community leaders.

Similarly, municipalities need to raise revenue as a priority. But how does it work? This can be done by government scrutinising public-sector contracts and clamping down on billing frauds. This will require political and economic will. It will demand a careful balance of listening and responding to citizens, isolating professional delivery from day-to-day politics, and smart, frugal, and competent financial management.

Lastly, controlling mechanisms can be put in place where councillors can keep their differences at bay and avoid drifting away from popular mandate. In policymaking, allocating portfolios can help ensure successful delegation and execution of legislative agenda. A coalition is likely to be more effective if the parties compromise their agendas and policies as well as listen to other political party councillors' perspectives. It is not mandatory for all parties to have common beliefs and ideologies that may cause difficulties in reaching consensus on issues. Coalition governments require individual heads to operate within the framework of rules imposed by the coalition, helping to resolve the problem of decision-making and delegation.

## **5.5 Recommendations for further studies**

Findings from this study indicate that the distribution and accuracy of utility bills still remain a fundamental issue to be resolved. This area needs an improvement and further research to the contributing factors to this inefficiency is required. Residents cannot be expected to pay bills that they are not made aware off. Likewise, it is recommended that a comparative study of all the local governments jointly administered by coalitions be assessed at the end of their tenure in 2021. This will give a holistic view of the impact of coalition governments on service delivery in South Africa as a whole.

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## **Appendix A: Language editing certificate**

Cecile van Zyl Language Editing and Translation

[Cecile.vanzyl@nwu.ac.za](mailto:Cecile.vanzyl@nwu.ac.za)

072 389 3450

To whom it may concern

**RE: Language editing of mini-dissertation (The impact of coalition government on service delivery: City of Tshwane metropolitan)**

I hereby declare that I language edited the abovementioned mini-dissertation by Ms C Mpangalasane (student number: 29798930).

Please feel free to contact me should you have any queries.

Kind regards



Cecile van Zyl

BA (PU for CHE); BA Hons (NWU); MA (NWU)

## Appendix B: Research permission letter



### City Strategy and Organizational Performance

Room CSP22 | Ground Floor, West Wing, Block D | Tshwane House | 320 Madiba Street | Pretoria |  
0002 | PO Box 440 | Pretoria | 0001  
Tel: 012 358 7423/0798

Email: [NosiphoH@tshwane.gov.za](mailto:NosiphoH@tshwane.gov.za) | [www.tshwane.gov.za](http://www.tshwane.gov.za) | [www.facebook.com/CityOfTshwane](https://www.facebook.com/CityOfTshwane)

My ref: **Research Permission/CMpangalasane**  
Contact person: **Pearl Maponya**  
Section/Unit: **Knowledge Management**

Tel: 012 358 4559  
Email: [PearlMap3@tshwane.gov.za](mailto:PearlMap3@tshwane.gov.za)  
Date: 22 November 2019

Ms Christina Mpangalasane  
31 Rooikrans Crescent  
Van Riebeck Park  
Kempton Park  
1619

Dear Ms Mpangalasane,

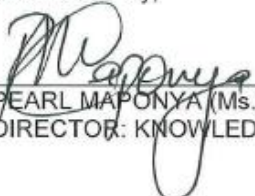
#### APPROVAL TO CONDUCT RESEARCH ON "THE IMPACT OF COALITION GOVERNMENT ON SERVICE DELIVERY A CITY OF TSHWANE METROPOLITAN MUNICIPALITY"

Permission is hereby granted to Ms Christina Mpangalasane, a Master of Business Administration degree candidate at the North-West University (NWU) to conduct research in the City of Tshwane Metropolitan Municipality.

It is noted that the study aims to gather perceptions of Tshwane residents on their satisfaction on basic service delivery post the coalition governance. City of Tshwane further notes that all ethical aspects of the research will be covered within the provisions of the NWU Research Ethics Policy. You will be required to sign a confidentiality agreement form with the City of Tshwane prior to conducting research.

Relevant information required for the purpose of the research project will be made available as per applicable laws and regulations. The City of Tshwane is not liable to cover the costs of the research. Upon completion of the research study, it would be appreciated that the findings in the form of a report and or presentation be shared with the City of Tshwane.

Yours faithfully,



PEARL MAPONYA (Ms.)  
DIRECTOR: KNOWLEDGE MANAGEMENT

City Strategy and Organisational Performance • Stadstrategie en Organisasatoriese Prestasie • Lefapha la Thulaganyo ya Tiro le Togamaano ya Toropogolo • UmNyango wezokuSebenza namaQhinga aHleliweko kaMasipala • Kgoro ya Leanopenkanyo la Toropogolo le Bodiragatši hja Mmasepala • Muhasho wa Vhupulani ha Dorobo khulwane na Mashumele • Ndzawulo ya Maqhinga ya Dorobakulu na Matirhele ya Masipala • Umnyango Wezeqhinga Ledolobhu Nokusebenza Kvesikhungo

## Appendix C: Letter of information

22 August 2019

Dear Participant:

My name is Christina Mpangalasane and I am a final year master's student at North-West University, Potchefstroom Campus. As part of fulfilment of the requirements for the degree Magister in Business Administration (MBA), I am required to complete a research study. Therefore I felt the need to explore the impact of coalition government on service delivery in the City of Tshwane. Because you reside within the boundaries of the city, I hereby invite you to participate in this research study by completing the attached survey.

The questionnaire will require approximately 15 minutes of your time to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Results of the completed questionnaires will be provided to my supervisor, the university and to the City of Tshwane.

Kindly note that if you choose to participate in this study, please answer all questions as honestly as possible and return the completed questionnaires promptly. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding.

Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below

If you would like a summary copy of this study please note my email address below and request it as soon as the study is complete I will forward a softcopy.

Sincerely,  
Christina Mpangalasane  
**Student number:** 29798930  
**Email:** cksmith02@gmail.com

Dit begin alles hier <sup>™</sup>



## Appendix D: Research Questionnaire

UNIVERSITY OF NORTH WEST BUSINESS SCHOOL

MASTERS IN BUSINESS ADMINISTRATION

QUESTIONNAIRE

### ASSESSING THE LEVEL OF SATISFACTION ON SERVICE DELIVERY AMONGST CITIZENS OF TSHWANE METROPOLITAN

Your willingness to participate in this study is highly appreciated. Kindly note that participation in this study is on voluntary basis and your feedback will be kept confidential. Participant's identity and dignity will be protected and will never be disclosed at any stage of the study. This research is conducted by myself, Christina Mpangalasane (with permission from the municipality). It is a mini-dissertation in partial fulfilment of the degree of Masters in Business Administration with the Potchefstroom Business School of the North-West University. The findings and summary will be presented to the City of Tshwane Metro upon completion of the study. I sincerely hope this study makes a positive difference to the life of each and every person who fills in a questionnaire.

Please complete the questionnaire by **INDICATION OF AN (X)** to the most relevant statement to you.

#### A. BIOGRAPHICAL DATA

##### 1. Gender

MALE	1
FEMALE	2

##### 2. Age

18 - 25 Years	26 - 35 Years	36 - 45 Years	46 - 55 Years	56 - 65 Years
1	2	3	4	5

**3. Race**

Black	White	Coloured	Indian	Other
1	2	3	4	5

**4. Highest Qualification**

Below Grade 12	Grade 12	Diploma/Certificate	Bachelor Degree	Honours	Master/PhD
1	2	3	4	5	6

**5. Region of Residence in the City of Tshwane (Please tick region you reside in)**

Region 1	Region 2	Region 3	Region 4	Region 6
Soshanguve, Winterveld, Mabopane, Garankuwa, Rosslyn, The Orchards, Chantelle, Theresa Park, Pretoria North	New Eersterust, Stinkwater, Diloppe, Kudube, Babelegi, Ramotse, Mandela Village, Hammanskraal, Wallmansthal AH, Dinokeng, Pyramid, Annlin, Wonderboom, Sinoville, Montana, Doornpoort	Lady Selborne, Mountain View, Wonderboom South, Gezina, Waverly, Booyens, Daspoort, Villeria, Capital Park, Kirkney, Queenswood, Hatfield, Danville, Pretoria, Sunnyside, Lynnwood, Lotus Gardens, Danville, Atteridgeville, West Park, Muckleneuk, Brooklyn, Groenkloof, Waterkloof, Monument Park, Thaba Tshwane	Blair Athol, Peach Tree, Mnandi AH, Heuweloord, Wierda Park, Zwartkop, Eldoraigue, Ladium, Erasmia, Valhalla, Clubview, Lyttleton Manor, Erasmuskloof, Cornwall Hill, Highveld, Irene, Rooihuiskraal, The Reeds, Olievenhoutbosch, Kosmosdal,	Eersterust, Mamelodi, Watloo, Silverton, Nellmapius, Die Wilgers, Willow Park Manor, Silver Lakes, Garsfontein, Fairie Glen, Moreleta Park, Elardus Park, Mooikloof, Bashewa AH
1	2	3	4	6

**6. Type of Residence**

<b>Informal Area</b>	<b>Formal Township</b>	<b>Suburb</b>	<b>Farm/ Small Holding</b>
1	2	3	4

**7. Do you receive monthly municipal bill?**

<b>Yes</b>	<b>No</b>
1	2

**8. Do you pay municipal services monthly?**

<b>Yes</b>	<b>No</b>	<b>Indigent Citizen</b>
1	2	3



**B. CITY OF TSHWANE SERVICE DELIVERY SATISFACTION**

Next to each statement, please tick the option that most closely resembles your opinion.

1 = Strongly agree, 2 = Agree, 3 = Disagree, and 4= Strongly Disagree

CITY OF TSHWANE ADMINISTRATION	1.Strongly Agree	2.Agree	3.Disagree	4. Strongly Disagree
1. City of Tshwane addresses service delivery backlogs well	1	2	3	4
2. I am happy with the overall service provided by the City of Tshwane's walk-in client services centers	1	2	3	4
3. City of Tshwane has a quick response rate to service-related complaints since the new Democratic Alliance administration	1	2	3	4
4. I am aware of the coalition government between Democratic Alliance and Economic Freedom Fighters in the City of Tshwane since 2016 municipal elections	1	2	3	4
5. The current City of Tshwane administration is better than the previous one in terms of service delivery	1	2	3	4
6. Coalition government in the City Of Tshwane has not changed the city's ability to deliver basic services delivery	1	2	3	4
7. Local councilors are effective in providing for the basic needs (water, roads, refuse removal, housing, etc.) of the communities they serve	1	2	3	4

8. Local councilors communicate adequately with the communities they serve	1	2	3	4
9. There is political interference in the administration of the City of Tshwane	1	2	3	4
10. Local councilors are corrupt	1	2	3	4
11. Implementation of projects take longer than when the city was led by ANC	1	2	3	4
<b>WATER SUPPLY</b>	<b>1.Strongly Agree</b>	<b>2.Agree</b>	<b>3.Disagree</b>	<b>4. Strongly Disagree</b>
12. I am satisfied with the quality water supplied by the city	1	2	3	4
13. I have running water in my residence	1	2	3	4
14. There has not been any water cut-off in the past 3 months	1	2	3	4
15. I have had water related complaint to the municipality in the last 18 months	1	2	3	4
16. All scheduled water cut-offs are communicated in advance by the city/councilor	1	2	3	4

17. Restoring water is quicker now than when municipality was ANC led	1	2	3	4
18. My registered water-related complaint(s) were effectively addressed by the city	1	2	3	4
<b>ELECTRICITY SUPPLY</b>	<b>1.Strongly Agree</b>	<b>2.Agree</b>	<b>3.Disagree</b>	<b>4. Strongly Disagree</b>
19. I am satisfied with the electricity supplied by the city	1	2	3	4
20. All scheduled power cut-offs are communicated in advance by the city/councilor	1	2	3	4
21. Restoring electricity is quicker now than when municipality was ANC led	1	2	3	4
22. I have had electricity related complaint to the municipality in the last 18 months	1	2	3	4
23. My registered electricity-related complaint(s) were effectively addressed by the city	1	2	3	4

REFUSE REMOVAL	1.Strongly Agree	2.Agree	3.Disagree	4. Strongly Disagree
24. I am satisfied with the refuse removal service by the city	1	2	3	4
25. The municipality collects refuse every week with no fail	1	2	3	4
26. I have had refuse removal related complaint to the municipality in the last 3 months	1	2	3	4
27. There has not been any non-removal of refuse in the last 3 months	1	2	3	4
28. My registered refuse-related complaint(s) were effectively addressed by the city	1	2	3	4

MUNICIPAL ACCOUNTS/BILLING		1.Strongly Agree	2.Agree	3.Disagree	4. Strongly Disagree
29. Payment of municipal account is easy		1	2	3	4
30. Utility account is always accurate		1	2	3	4
31. I receive my statements in time on a monthly basis		1	2	3	4
32. The municipality offer flexible methods to pay my account (EFT, Grocery shops, client service centers)		1	2	3	4
33. I am a proud citizen of the City of Tshwane regardless of municipal local elections outcomes in 2016		1	2	3	4
34. Are there any other service delivery challenges in the City of Tshwane NOT mentioned above	<b>Yes</b>	1	<b>No</b>	2	
35. If any, briefly specify service delivery challenges in the City of Tshwane					
<hr/>					
<hr/>					
<hr/>					
<hr/>					

36. Are there areas of service delivery that the City of Tshwane can improve on	<b>Yes</b>	1	<b>No</b>	2
37. If any, briefly state below areas of service delivery that the City of Tshwane can improve on <hr/> <hr/> <hr/> <hr/> <hr/>				

**THANK YOU VERY MUCH FOR YOUR PARTICIPATION**

