

**THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED
GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN
(2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY,
GAUTENG PROVINCE, SOUTH AFRICA**

by

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MINI-DISSERTATION

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I. DECLARATION

I, Khanya Ralarala declare that this mini-dissertation is submitted: THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN (2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY, GAUTENG PROVINCE, SOUTH AFRICA is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.

Khanya Ralarala

10 November 2023

II. DEDICATION

This work is dedicated to my family that has always been there for me in good and bad times.

III. ACKNOWLEDGEMENTS

My sincerest gratitude goes to the following individuals for having contributed immensely to this study.

My first gratitude goes to my supervisor Prof. E. Van Rooyen who has helped and supported me throughout this research. Without his support and guidance, this research would not be complete.

My second gratitude goes to the City of Tshwane Metropolitan Municipality's City Strategy and Organizational Performance Unit for granting me permission to conduct the study.

Special thanks to those who contributed to this study as participants.

Special thanks to my mother, Bongiwe Ralarala who has always supported my educational journey since undergraduate.

Special thanks to my girlfriend Zina Mcwera who has always been by my side in difficult times.

Lastly, I thank my ancestors ooMpafane, ooMchumane ooNozulu. Makube chosi kube hele ndibamba ngazozibini!!!

IV. ABSTRACT

An IDP is a legal requirement and guides projects and development at the local sphere of government. The City of Tshwane Metropolitan Municipality (COT) found itself under a coalition for the first time since the democratic dispensation in South Africa. Coalitions in South African municipalities have been unstable and have at times affected administrative performances of municipalities. This study looked at how the coalition-led City of Tshwane Metropolitan Municipality's administrative performed in implementing the IDP during the 2016-2021 period. The objectives of the researcher included determining performance challenges facing coalition-led governments in the local government sphere of the South African political-administrative system. The other objective was to determine public administrative challenges that faced the City of Tshwane Metropolitan Municipality's coalition-led government between 2016 - 2021.

The researcher employed the qualitative research methodology to achieve the aim and objectives of the study. Semi-structured interviews were organised by the researcher to interview selected participants. Purposive sampling was employed by the researcher to select participants. Thematic analysis was used to analyse data collected from the semi-structured interviews.

Study findings revealed that the City of Tshwane Metropolitan Municipality delayed adopting budgets which directly resulted to projects being stalled. Councillors should be educated on the dire consequences of not implementing budgets on time as communities bear the cost. The study revealed also revealed that even though the councillors who served under the coalition government were from different political organizations, their party's ideology was not a factor. Service delivery topped the priority items of the council. The study's findings are crucial and can be of help to the municipality and other municipalities who may have to undertake the process of IDP implementation. Though the challenges faced by the other municipalities, the study was conducted in the COT therefore the findings and recommendations are only suitable for the COT.

V. LIST OF ABBREVIATIONS

LGE	Local Government Elections
IDP	Integrated Development Plan
DA	Democratic Alliance
ANC	African National Congress
EFF	Economic Freedom Fighters
FF+	Freedom Front Plus
ACDP	African Christian Democratic Party
COPE	Congress of the People
CoT	City of Tshwane (City of Tshwane Metropolitan Municipality)
MTEF	Medium-Term Income and Expenditure Framework
SDBIP	Service Delivery and Budget Implementation Plan
MMC	Member of Mayoral Committee

TABLE OF CONTENTS

CONTENT	PAGE
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
LIST OF ABBREVIATIONS	vi
LIST OF FIGURES	
 CHAPTER ONE: INTRODUCTION AND BACKGROUND	
1.1. INTRODUCTION AND BACKGROUND	1
1.2. PROBLEM STATEMENT	2
1.3. MOTIVATION/RATIONALE OF THE STUDY	3
1.4. SIGNIFICANCE OF THE STUDY	4
1.5. AIM OF THE STUDY	4
1.6. OBJECTIVES OF THE STUDY	5
1.7. RESEARCH QUESTIONS	5
1.8. DEFINITION OF KEY CONCEPTS	6
1.9. LIMITATIONS OF THE STUDY	7
1.10. OUTLINE OF THE STUDY	7
1.11. CONCLUSION	8
 CHAPTER TWO:	
2.1. INTRODUCTION	9
2.2. THE CONCEPTS OF COALITION GOVERNMENT, GOVERNANCE, INTEGRATED DEVELOPMENT PLAN, PUBLIC ADMINISTRATION AND PERFORMANCE	9

2.2.1 Coalition government	9
2.2.2. Governance	10
2.2.3. Integrated Development Plan	10
2.2.4. Public Administration	11
2.2.5. Performance	11
2.3. THEORIES ON COALITION GOVERNMENT	11
2.3.1. Game Theory	11
2.3.2. The Minimal Winning Coalition	11
2.3.3. Riker's Size Principle	12
2.4. PRINCIPLES OF COALITION GOVERNMENTS IN SOUTH AFRICA	12
2.5. GLOBAL PERSPECTIVES ON COALITIONS	12
2.5.1. Armenia coalition	12
2.5.2. Belgium coalition	13
2.5.3. Netherlands coalition	13
2.5.4. Kenya coalition	14
2.6. Local perspectives on coalitions	14
2.7. Legislation and policy framework on establishing coalitions	15
2.8. BACKGROUND OF AN INTEGRATED DEVELOPMENT PLAN	16
2.9. INTEGRATED DEVELOPMENT PLANNING PROCESS	17
2.9.1. Analysis phase	17
2.9.2. Development Strategies Phase	18
2.9.3. Projects Phase	18
2.9.4. Integration Phase	18
2.9.5. Approval Phase	19
2.9.6. Monitoring and evaluation phase	19
2.10. INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY	20
2.11. CONCLUSION	22
 CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN	
3.1. INTRODUCTION	23

3.2.	RESEARCH METHODOLOGY	23
3.2.1.	Research paradigm	23
3.2.2.	Research Design	23
3.3.	Study Area	24
3.3.1.	Population	25
3.4.	SAMPLING, SAMPLING METHODS AND SAMPLE SIZE	25
3.4.1.	Sample	25
3.4.2.	Sampling Methods and Sample Size	25
3.5.	DATA COLLECTION METHODS	26
3.5.1.	Interviews	27
3.6.	DATA ANALYSIS METHODS	27
3.7.	CRITERIA FOR TRUSTWORTHINESS	28
	Credibility	28
	Triangulation	28
	Member checking	29
	Reflexivity	29
3.8.	ETHICAL CONSIDERATIONS	29
	Ethics Clearance Certificate	29
	Permission to conduct the research	30
	Informed Consent and Voluntary Participation	30
	Honesty	30
	Privacy and Confidentiality	30
	Fair selection of participants	30
	No harm	31
	Data integrity and safe storage	31
	Access to information	31
3.9.	Conclusion	31
CHAPTER FOUR: DATA ANALYSIS AND RESEARCH FINDINGS		
4.1.	INTRODUCTION	33
4.2.	SECTION A:	

ANALYSIS OF BACKGROUND DATA OF PARTICIPANTS	33
4.2.1. Gender of participants	33
4.2.2. Age of participants	34
4.2.3. Race of participants	35
4.2.4. Marital Status of participants	36
4.2.5. Level of education	37
4.2.6. Occupation	38
4.2.7. Experience within the municipality	38
4.3. SECTION B:	
ANALYSIS OF PRIMARY DATA ACQUIRED FROM INTERVIEWS	39
4.3.1. Priorities of the council	39
4.3.2. Public administrative challenges that hindered the performance of the coalition government if any	40
4.3.3. Did ideological differences hamper your working relationship with other political parties?	40
4.3.4. How satisfied were you with the performance of the coalition government in implementing the focal points of the IDP?	41
4.3.5. What were the challenges, if any did the municipality experience in its quest to implement the IDP?	42
4.3.6. Was the council measuring progress and performance in terms of IDP objectives being implemented?	43
4.3.7. What do you think about coalitions in general?	44
4.3.8. In your opinion, what needs to be done to improve public administrative performance in a coalition government to effectively implement the IDP? If any	45
4.3.9. Final comments	45
4.4. CONCLUSION	45
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	
5.1. INTRODUCTION	47

5.2.	OVERVIEW OF THE STUDY	47
5.3.	FINDINGS	47
5.3.1.	Findings from the primary data	47
5.3.1.1.	To determine public administrative challenges that faced the City of Tshwane Metropolitan Municipality’s coalition-led government between 2016 – 2021	47
5.3.1.2.	To uncover IDP implementation challenges experienced by the City of Tshwane Metropolitan Municipality for the period 2016 to 2021	48
5.3.1.3.	To make recommendations on how coalition-led governments may improve public administrative performance within their term of governance	48
5.3.2.	Literature findings	49
5.3.2.1.	Coalitions have not affected public administrative performance in countries that have had democracy for a very long time	49
5.3.2.2.	Coalition governments have proved to be unstable in South Africa with other cases being the City of Johannesburg Metropolitan and the Nelson Mandela Bay Metropolitan Municipality	49
5.3.2.3.	The City of Tshwane Metropolitan Municipality utilises the service of consultants to draft the IDP	49
5.3.2.4.	Strategic planning and budgeting are done at contrasting times at the City of Tshwane	49
5.3.2.5.	The City of Tshwane Metropolitan Municipality has no proper coordination amongst their departments	49
5.4.	CONCLUSION	49
5.5.	RECOMMENDATIONS	50

5.5.1. The Municipality must introduce programmes to educate councillors on the importance of budget and consequences for delaying budget approvals	50
5.5.2. The CoT must introduce coordination mechanisms	50
5.5.3. Introduce strict and effective tax and rates collection	50
5.5.4. The city should lead the IDP process	51
5.6. FUTURE RESEARCH	51
5.7. CHAPTER CONCLUSION	52
LIST OF REFERENCES	53
APPENDICES	62

LIST OF FIGURES

Figure	Page number
Figure 3.1: Map of Tshwane showing the towns and townships of the City of Tshwane Metropolitan Municipality	25
Figure 4.1: Gender of participants	34
Figure 4.2: Age of participants	35
Figure 4.3: Race of participants	36
Figure 4.4: Marital status of participants	36
Figure 4.5: Level of education	37
Figure 4.6: Occupation of participants	38
Figure 4.7: Experience of participants within the Municipality	39
Figure 4.8: Ideology differences	41
Figure 4.9: Implementing IDP focal points	4
Figure 4.10: IDP Progress	43
Figure 4.11: Coalitions	44

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1. INTRODUCTION AND BACKGROUND

Globally and locally, coalition governments usually have challenges which sometimes make them unstable. The coalition government was harshly punished at the recent elections for its lacklustre performance during the Covid-19 pandemic making way for the Labor Party (Australian Election Study, 2022). South Africa for the very first time had several hung municipalities and metros after the 2016 Local Government Elections (LGE), which meant that political parties have to discuss coalition opportunities with each other to form a council so that the day-to-day functions of the municipality can continue. This study investigates the public administrative performance of the coalition-led government in the Tshwane Metropolitan municipality on implementing the integrated development plan. The City of Tshwane Metropolitan Municipality (COT) is one of the three metropolitan municipalities in the Gauteng Province and the study only focuses on the City of Tshwane Metropolitan Municipality, although it was not the only metropolitan municipality governed by a coalition government during the period of this research.

A coalition government is the coming together of political parties after failing to receive the majority vote in elections. These parties share governance responsibilities amongst themselves. Election results in Tshwane for the first time revealed that no political party received the required 50 + 1% to govern a municipal council. The DA's 43,58% and ANC's 41,66% meant that both parties need partners that they can co-govern with to run the city. The two parties then had to approach smaller parties into going to government with them, the DA won those engagements with smaller parties after convincing the Freedom Front Plus (FF+), African Christian Democratic Party (ACDP), Congress of the People (COPE) and the Economic Freedom Fighters (EFF) even though the party denied being in a formal coalition with the DA only saying that they would vote with the DA in the council.

This study then investigates the public administrative performance of this coalition that took place in the City of Tshwane Metropolitan Municipality Council in implementing the Integrated Development Plan (IDP) (2016-2021). The identified problem statement relates

to establishing the public administrative performance of the coalition-led government on implementing the integrated development plan within a geographically demarcated municipality, the case being the City of Tshwane Metropolitan Municipality (2016-2021). The concept of coalition government was not prevalent in South African municipalities especially at Metropolitan municipalities. This study seeks to feed into this new phenomenon and strengthen the body of knowledge of public administrators.

The researcher discusses the problem statement, significance of the study, aim of the study, research objectives, motivation or rationale of the study, research questions and the limitation of the study in the rest of the chapter.

1.2. PROBLEM STATEMENT

The City of Tshwane Metropolitan Municipality residents and voters have been indicating their dissatisfaction about public service delivery insufficiencies through their votes in the previous elections.

Since the African National Congress got less than 50% of the seats in the City of Tshwane Metropolitan Municipality council, the Democratic Alliance (DA) needed coalition partners to form an effective government in the City of Tshwane Metropolitan Municipality. The researcher investigated the coalition government impact of the DA-led coalition government during the period 2016 to 2021.

As the results came in after the count was done on Saturday in Tshwane, the Democratic Alliance (DA) came out victorious with 93 out of the 214 seats in the Tshwane Metro, this is according to the data on the Independent Electoral Commission (2016) election system on local government. The African National Congress' (ANC) 41, 66% of the total votes meant that the party would receive 89 seats out of the 214 seats. This then meant that both the ANC and the DA did not reach 50% requisite threshold. The Economic Freedom Fighters (EFF) with 25 PR seats was the potential kingmaker in the metro (*News24*, 2016).

The identified problem statement relates to establishing the *public administrative performance of the coalition-led government on implementing the integrated*

development plan within a geographically demarcated municipality, the case being the City of Tshwane Metropolitan Municipality (2016-2021).

Sharing of power is also meant to secure minority groups' needs who might fear being politically, culturally, and economically marginalized by the majority. Coalition governments require wider consultations among the power-sharing partners when it comes to public policy matters (Bradshaw & Breakfast, 2019: 116).

The City of Tshwane Metropolitan Municipality usually has two Integrated Development Plan rounds with communities. The first consultation process with communities begins with identifying what is needed by communities. Immediately after the completion of community consultations, different municipal departments start their business plans with outlined projects that are in line with IDP objectives. The second consultation process commences once the Medium-Term Income and Expenditure Framework (MTEF) and the IDP draft have been assembled. This is currently known as the budgetary process and its objective is to present the MTEF and IDP draft to the community for comments through the ward councillor (Poto, 2011: 04).

According to Poto (2011: 05) once the municipal council has approved the IDP, departments within the municipality will execute IDP projects according to the stipulated time frames and financial resources as stated in the IDP document. However, currently the IDP implementation in the city is disconnected as line departments are executing their projects in isolation. The disconnection of line departments is unfortunately affecting the performance of the municipality in achieving the IDP objectives.

1.3. MOTIVATION/RATIONALE OF THE STUDY

The study's rationale presents the motivation of the researcher for conducting the study (Maree, 2019). According to Hamid (2018) the reasons or motivation of the researcher for undertaking a research study may be academic, professional and personal. Therefore, the motive of the researcher to conduct this study is academic, professional and personal. As a resident of Tshwane and a Public Administration student, the researcher saw it prudent to study administrative performance of the metro in implementing the IDP. It

would be interesting to know how the coalition in the city was run considering the contrasting political ideologies of the partners. The researcher was also motivated by the fact that not many studies have been conducted on this similar topic in the City of Tshwane Metropolitan Municipality. The findings of the research would be of benefit to the city and all those interested in understanding the public administrative performance of the city in its first ever coalition between 2016 - 2021.

1.4. SIGNIFICANCE OF THE STUDY

Performance in municipalities may be affected by several factors. These factors may hinder the municipality on carrying out its day-to-day activities which are inclusive of the delivery of services, tax collection etc. This study establishes how the first coalition led government in the City of Tshwane Metropolitan Municipality performed in its bid to implement the Integrated Development Plan. This study benefits the city council as it identifies public administrative challenges that were encountered by the coalition in their attempt of implementing the IDP. The study will benefit the academic community as it adds to the body of knowledge in the academia. Political parties engaged in coalition governments will benefit as they will get a model for administrative governance. The study will also be beneficial to the national government for future coalitions at national and provincial level to be able to perform their administrative duties. The study will also benefit communities around Tshwane to get better service delivery through the implementation of the IDP. Moreover, the study might assist the municipality to effectively carry out IDP objectives under a coalition government.

It should be noted that this study does not engage on the Political Science-discipline aspects associated with the coalition government which was in place during the term within which this research is focused upon. Research emphasis is only placed on the public administrative dynamics and the implementation of the IDP during the 2016 - 2021 period.

1.5. AIM OF THE STUDY

The aim of this study is to investigate the public administrative performance of the coalition led government on implementing the Integrated Development Plan in the City of Tshwane Metropolitan Municipality, Gauteng Province during the period 2016 to 2021.

1.6. OBJECTIVES OF THE STUDY

The following objectives guide the study to achieve its intended goal:

- 1.6.1. To determine performance challenges facing coalition-led governments in the local government sphere of the South African political-administrative system.
- 1.6.2. To determine public administrative challenges that faced the City of Tshwane Metropolitan Municipality's coalition-led government between 2016 - 2021.
- 1.6.3. To uncover IDP implementation challenges experienced by the City of Tshwane Metropolitan Municipality for the period 2016 to 2021.
- 1.6.4. To make recommendations on how coalition-led governments may improve public administrative performance within their term of governance.

1.7. RESEARCH QUESTIONS

The study intends to answer the following questions:

- 1.7.1. What are the performance challenges facing coalition-led governments in the local government sphere of the South African political-administrative system?
- 1.7.2. What were the public administrative challenges in the City of Tshwane Metropolitan Municipality coalition-led government between 2016-2021?
- 1.7.3. What challenges did the City of Tshwane Metropolitan Municipality experience in implementing the IDP during the 2016-2021 period?
- 1.7.4. What recommendations can be made for coalition-led governments to improve public administrative performance within their term of governance?

1.8. DEFINITION OF KEY CONCEPTS

Concepts capture the ability of the researcher to relate definite thoughts to each other in terms of their logical inferential patterns (Jaccard & Jaccard, 2020). The researcher will define some concepts to give clarity on which context they are used in.

Coalition- is a consensus by 'groups or political parties to jointly govern, to achieve a shared goal, or to act in concert against a political opposition' (Labuschagne, 2018). '*Coalition* is a multi-party government phenomenon where several minority parties unite for purposes of managing the government which is otherwise not possible'. A '*coalition* is established when many groups come into common terms with each other and define a common agenda on which they work' (Gahatraj, [Sa]: 01a).

Coalition government - is a form of government mutually formed by more than a single political organisation. Political parties may decide to establish a multi-party government if there is a hung legislature where no one party has the required majority in the House of Commons following a national election' (UK Parliament, 2022). '*Coalition government* is when various political parties combine their votes to establish a government and utilize political power based on a mutually agreed programme' (Gahatraj, [Sa], 01b).

Governance is an interaction process between citizens and authorities. It is a method through which governments sway policies and decide for a public welfare' (Barthwal, 2003). According to Fukuyama (2011) governance refers to governing processes, whether handled by a government, network or market, whether over a tribe, family, formal or informal establishment and can either be through norms, power, language or laws.

Integrated Development Plan- is a process launched by government that must be followed by municipalities in preparation of a five-year strategic plan for development. Integrated Development Plan is a tool that provides guidance on decision-making and budgeting processes of municipalities (iLead, 2017). Legislation sanctions municipalities to engage communities when formulating the IDP.

Public Administration is a governance field where pioneers serve communities to promote effective positive change (Longley, 2022).

Performance is an extent to which an objective or a goal is achieved (Dwight, 1999: 260). Performance is an extent to which a programme, project or policy operates according to determined guidelines, standards and criteria or achieves outcomes in accordance to expressed plans (United Nations, 2004).

1.9. **LIMITATIONS OF THE STUDY**

The researcher chose to study the City of Tshwane Metropolitan Municipality because it is the location in which the researcher currently resides. This allowed for easy access, efficient expenditure on limited financial resources and proximal advantages in terms of returning and conducting follow-up interviews, if need be.

The researcher acknowledged the fact that the City of Tshwane Metropolitan Municipality was not the only municipality to be governed by a coalition-led government but because of limited resources and lack of funding the researcher has limited the study to only the City of Tshwane Metropolitan Municipality. Though the study would have been richer had the researcher studied all metros under coalition-led governments, the researcher was constrained by the above-mentioned challenges. Therefore, the findings of this study may only apply to the City of Tshwane Metropolitan Municipality and cannot be transferred or be used in other metros and municipalities.

The researcher faced challenges when attempting to reach some of the participants for face-to-face interviews since some of the participants no longer lived in the city. Telephonic interviews were then arranged by the researcher.

1.10. **OUTLINE OF THE STUDY**

The study will be divided into five different chapters with each chapter trying to achieve a certain objective. The chapters are as follows:

Chapter one introduces the study and presents the problem statement, which serves as justification for executing the research. In chapter one the researcher proposed the

study objectives and the associated research questions. The significance of the study and the key study concepts were also elucidated.

Chapter two presents the literature review and consists of the theoretical framework and explains conceptual issues relating to the study and the empirical research.

Chapter three comprises an explanation of the chosen research methodology, research design, study area, population, sampling method and size and modalities related to data analysis as well as the ethical protocols and limitations of the study inclusive of criteria for trustworthiness of the results obtained during the research project as a whole.

Chapter four presents the research results of this study as interpreted during the research process.

Chapter five presents concluding remarks and renders recommendations as may have been gleaned from this research.

1.11. CONCLUSION

Chapter one outlined the introduction and background of the study, problem statement, motivation/rationale of the study, motivation of the study. The aim, objectives of the study, research questions, definition of key concepts and the limitation of the study were discussed.

CHAPTER TWO: LITERATURE REVIEW

2.1. INTRODUCTION

This chapter focuses on the review of coalitions at both international and local level and also examines the legislation and policy framework on coalitions. The researcher also focuses on the review of the Integrated Development Plan, the formation of the Integration Development Plan committee, the Integrated Development Plan process and the stakeholders involved in the formulation of the Integrated Development Plan. Kumar (2011:40) stipulates that literature review offers a hypothetical foundation to a research study. The researcher reviewed findings of other researchers who did research on the same subject. Municipal acts, academic journals, articles, dissertation and findings by other researchers were taken into consideration when reviewing the subject.

The review draws on recent secondary studies conducted from late 2016 to 2021 when the coalition-led government took over from the ANC government. The review also provides a statistical analysis and a summary of data related to administrative performance of the council in implementing the IDP. Statistical analysis findings were assessed against qualitative data drawn from interviews and surveys on the municipality officials and councillors. These findings contributed to the understanding of pros and cons of forming coalition governments and if they do affect the implementation of the Integrated Development Plan.

2.2. THE CONCEPTS OF COALITION GOVERNMENT, GOVERNANCE, INTEGRATED DEVELOPMENT PLAN, PUBLIC ADMINISTRATION AND PERFORMANCE

The researcher extensively defined some of the key concepts that have been used in the study.

2.2.1. Coalition government

A coalition government is a model of government that involves several political organizations that work together to attain unanimous decision-making with an objective of forming a government (Gautam, 2018). According to Booyesen (2014) a coalition

government is a group of individuals assigned with law making from different political parties holding cabinet posts. According to the South African Government (2023), a coalition government occurs when two or more political organisations (or independent representatives) amalgamate their votes in a council or a legislature with the purpose of electing a government and to support all decisions that the government take.

2.2.2. Governance

Governance is an interactive process between citizens and authorities. It is a method with which governments sway policies and decide for a public welfare' (Barthwal, 2003). According to Fukuyama (2011) governance refers to governing processes, whether handled by a government, network or market, whether over a tribe, family, formal or informal establishment and can either be through norms, power, language or laws.

The term governance refers to the methods and actions of the government or its institutions and the norms and systems of action (Coetzee, 2017:156). According to Mbanyele (2021), governance is basically about the authoritative resource allocation as well as making decision on who gets what, when and how. For the purposes of this study the relevance of governance was scrutinized through how the IDP was implemented in an attempt to deliver services to communities and run effective administration within the City of Tshwane Metropolitan Municipality.

2.2.3. Integrated Development Plan

An Integrated Development Plan is used as an instrument that municipalities can utilize to capture the grievances that face the community in relation to matters of development (Molepo, 2013). According to Maphunye and Mafunise (2008:461) the Integrated Development Plan is a primary strategic planning instrument that informs and guides management, budgeting, planning and decision-making in a municipality. The Integrated Development Plan aims to rectify previous mistakes on planning. The Integrated Development Plan is a measure to achieve developmental objectives with an aim of improving the lives of locals (Mutwiri, 2016:29). According to iLead (2022) the IDP aims to form a grand plan on how resources should be allocated, how the infrastructure should be set and how services should be delivered.

The Integrated Development Plan is a synchronizing synergistic legal tool for planning in South African municipalities which extends to both provincial and national spheres of government (Dlamini & Reddy, 2018:01). Additionally, according to section 25 & 35 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) describes integrated development planning as the municipality's primary key planning document.

2.2.4. Public Administration

The term public administration has several definitions however according to Wilson (1987:10-13) who is the social science pioneer, the term public administration refers to a systematic and detailed application of the law. The term refers to the most obvious aspect of government, it is the operative, the executive and the most visible government side which is as old as government itself. Public Administration is a governance field where pioneers serve communities to promote effective positive change (Longley, 2022).

2.2.5. Performance

Performance is an extent to which an objective or a goal is achieved (Dwight, 1999: 260). Performance is an extent to which a programme, project or policy operates according to determined guidelines, standards and criteria or achieves outcomes in accordance to expressed plans (United Nations, 2004).

2.3. THEORIES ON COALITION GOVERNMENTS

2.3.1. Game Theory

Coalitions are the primary aspects of game theory itself. Morgenstern and Von Neumann's Theory of Games and Economic Behaviour (1944) is generally viewed to be the founding field work of the game theory. The theory supplies a foundation for analysing tactical interactions between political organisations in the formation of coalitions (Thijm, 2021:03).

2.3.2. The Minimal Winning Coalition

According to Thijm (2021:06) minimal winning coalitions are those coalitions whereby there is no spared participant and no player can be removed or excluded without the

coalition turning into a losing coalition. This theory presume that political organizations want maximum share of posts in cabinet.

2.3.3. Riker's Size Principle

According to Riker (1962: 32) the size principle assert that parties will establish a minimum winning coalition, as bigger coalitions are not necessary while on the other hand smaller coalitions are unstable. The theory presume that parties want maximum share of the spoils of office.

2.4. PRINCIPLES OF COALITION GOVERNMENTS IN SOUTH AFRICA

The principles include (National Dialogue, 2023: 05):

Put the people first through making them our value system tenants in forming governments.

Coalition governments must combat to alleviate deprivation and poverty and must build an inclusive economy.

Coalition governments must positively contribute to towards forming a society that is prosperous where citizens have access to land for purposes of production.

Coalition governments must commit to building a non-sexist, non-racial and a prosperous society.

Good governance should bound coalition governments and should have zero tolerance for corruption.

The political party with the highest vote percentage should be allowed to lead the coalition and executive positions should be proportionally allocated using the votes each party received.

2.5. GLOBAL PERSPECTIVE ON COALITIONS

2.5.1. Armenia coalition

Just a month after Armenia's parliamentary vote, an agreement to form a coalition between the Prosperous Armenia Party and the Republican Party of Armenia has settled the much-anticipated power pact between the nation's two biggest political parties. The

consensus comes amidst what some analysts narrate as a bid by the Republican Party to prevent violence related to elections before next year's elections to elect the country's next President. After the conclusion of the June 6 agreement, the two political formations signed a cooperation memorandum with the Revolutionary Federation of Armenia which currently has 16 seats in parliament. The Republican Party has 64 seats while the Prosperous Party has 24 seats (*EurasiaNet*, 2007).

2.5.2. Belgium coalition

The new government of Belgium led by Flemish Liberal, Alexander De Croo was officially sworn in on Thursday the 1st of October 2020 putting an end to close to 500 days of intense post-election talks of coalition. The nation has been governed by interim governments since the federal election that took place on May 26, 2019, immobilising Belgium's political system. Seven political parties, which bridge Belgium's political and linguistic divide, reached an accord on a government programme on Wednesday which King Phillippe approved on Thursday putting an end to the country's current political crisis (*EuroNews*, 2020).

2.5.3. Netherlands coalition

Close to seven months since Dutch voters voted in an election, citizens are to receive a new government after leaders from four political parties though with widely differing ideological positions consented on a centre-right policy programme for the Dutch government (*The Guardian*, 2017). After 18 months in charge, the Dutch four-party coalition government collapsed due to discontented migration policy quarrels. For several months, Mark Rutte, the Prime Minister of Netherlands attempted to negotiate a bundle of measures to decrease the flow of new migrants coming to Netherlands. However, he threw in the towel after political disagreement about caps on family reunification and produce a two-tier asylum. He wanted to create separate groups of asylums which were to be temporary asylum seekers and permanent ones due to their different requests for asylum. Rutte's Forum for Democracy (VVD) organisation and the Christian Democrat Appeal (CDA) were in favour of these measures but the centre-left Christian Union and

the D66 parties were opposed to these measures. The conflict on this issue seemed irreconcilable hence the four-party government collapsed (*EuroNews*, 2023).

2.5.4. Kenya coalition

On the 27th of December 2007 Kenyans went to polls to vote for the party of their choice. Prior to the elections most opinion polls had placed Orange Democratic Movement's (ODM) Raila Odinga as the winner though the difference was thin. Raila Odinga's ODM appeared to be on the lead which led to the party declaring victory on the 29th of December 2007 even though counting was not done. On the night of the 31st of December, the Electoral Commission of Kenya announced Kibaki as the victor by over 230000 votes. Within minutes of Kibaki's announcement as the winner, violent protests started alleging that Kibaki 'stole' elections, the violence was later drawn along tribal differences. Over 1500 people lost their lives while over 600000 were displaced as the result of the protests (*AlJazeera*, 2013).

The 2007 post-election violence in Kenya attracted global attention and media and prompted an intervention by the former United Nations Secretary General Kofi Annan. The mediation team led by Kofi Annan negotiated a solution that power must be shared. International media reported that the negotiation process took about three and a half weeks (Makgale, 2020:27). According to Khadiagala (2008) the mediation was to guarantee that there would not be re-run of elections. The idea was to form a two power-sharing government of two-equals and Kofi Annan was strongly of the view that forming a coalition government was the best solution to end violence and bring stability. After weeks of negotiations both Kibaki and Odinga conceded on forming a coalition. The Kenyan coalition government agreement surprised many because an accord was formed by diverse political elites mainly for the restoration of stability (Makgale, 2020:28).

2.6. LOCAL PERSPECTIVE ON COALITIONS

Knowles (2021:201) concluded that to minimize challenges in coalitions, political parties should do a proper introspective analysis to establish how far are they willing to put compromise on their policy positions and ideological positions. Though the establishment and crafting of coalition governments in both the Nelson Mandela Bay and Johannesburg

Metropolitan Municipality happened at national level by national leaders, policy differences were evident in the councils which disturbed the delivery of services especially with the EFF that was the king maker (decider) in both the metropolitans.

Coalition attempts in South African municipalities have fallen short in big metros. Resultantly, national government has put plans in place to introduce a new guiding framework that will assist in managing future coalition. While responding to questions in the national assembly, the Cooperative Governance and Traditional Affairs Department (Cogta) said they are speedily planning to assemble all interested stakeholders to a discussion on how best stability could be improved within coalition governments (*BusinessTech*, 2023).

South Africa's introduction to political governing co-governance model is proving to be a major risk for public service stabilisation, service delivery and administration. The primary task is not really the concentration with the instability of coalitions but to invent methods to shield citizens from the detrimental effects of the fragile coalition governments. The collapse of both the DA-led and ANC-led coalitions in the City of Johannesburg and the Nelson Mandela Bay metro respectively, is a demonstration of instability of political leadership within local government coalitions. That instability is also evident in the City of Tshwane and Ekurhuleni with the possibility of governance changing (*Sunday World*, 2022).

Continuing public administrative challenges in the Tshwane Metropolitan Municipality have been alleged since the Democratic Alliance (DA)-led coalition government took over from the African National Congress (ANC) in 2016. The DA was supported by the Economic Freedom Fighters (EFF), ACDP, FF Plus and COPE in forming a majority government in the council. Though there have been numerous studies on the subject of effective implementation of the IDP in the City of Tshwane Metropolitan Municipality, there have not been a lot of them linking it to the unstable coalition government.

2.7. LEGISLATION AND POLICY FRAMEWORK ON ESTABLISHING COALITIONS

The formation of coalition phase begins immediately after a general election or by-election (Beukes & Visser, 2021:12). The Municipal Structures Act (1998) requires a local

government MEC in a province to set up a municipality in each municipal area. Section 18 of the Municipal Structures Act stipulates the composition of a municipal council:

All municipalities must have a municipal council.

A council of a municipality must meet at least every quarter.

A municipal council comprises of a number of councillors dictated by the Local Government MEC in a province perturbed by notice in Provincial Gazette.

Municipal objectives

Section 19 (2) instructs a municipal council to annually review:

Community needs.

Council's priorities to meet those needs.

Its procedure for involving the community.

Council's delivery and organisational mechanisms for meeting community needs.

Council's general performance in accomplishing its objectives.

A council of the municipality must develop channels to consult community organisations and the community in exercising its powers and performing its functions.

2.8. BACKGROUND OF AN INTEGRATED DEVELOPMENT PLAN

The Integrated Development Planning is a key process that has transformed into a driving process to guarantee that community members of the municipal area are eventually the receivers of the basic services that the municipality provides. The development of a municipality's Integrated Development Plan is intended to meet law requirements, but the IDP plays a key role on municipal area development (Rural Development and Land Reform Department, 2012:27).

A credible IDP comprises the following (Department of Rural Development and Land Reform, 2012:27):

Consciousness by a municipality of its policy and constitutional mandate for the development of local government.

Awareness by a municipality of its place and role in national and regional economy and context.

Municipality awareness of its own criteria for success and intrinsic characteristics.

Comprehensive area description – the spatial and environment characteristics.

A sensible strategy based on developmental needs locally.

Commitments and trade-off insights.

Main deliverables for the next five years.

Clear quantifiable budget and plans of implementation aligning with the Service Delivery and Budget Implementation Plan.

A system of monitoring.

Determination of municipal capacity.

Decision making, participatory and communication mechanisms

The degree of alignment and intergovernmental action to the broader governmental priorities.

A good IDP comprises of these listed points which if they are properly implemented, a municipality would be able to perform. The City of Tshwane Metropolitan Municipality's IDP is not different; it also comprises of the characteristics enumerated above. IDPs are five-year long municipality strategies.

2.9. INTEGRATED DEVELOPMENT PLANNING PROCESS

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) stipulates processes which also include the phases the municipality must take in formulating the integrated development plan. These phases will be discussed below.

2.9.1. Analysis phase

The phase of analysis is where existing information is assembled and is done by inviting stakeholders and members of the community to meetings to agree on issues of priority and to thoroughly analyse their context. Problems that communities are faced with are identified and profiled, these issues range from unemployment, service delivery and criminal activities (Musitha, 2012:104).

Ndou (2018:62) argues that at this stage, the objective is to encourage engagement with relevant stakeholders to probe existing services to communities. According to the Department of Cooperative Governance and Traditional Affairs (South Africa, 2014), the phase of analysis includes community involvement and relevant stakeholders at large to guarantee that decisions are based on priority needs and problems of people and on great understanding of different dynamics that influence development in the municipal area.

2.9.2. Development strategies phase

Development strategies is the second phase and consists of the mission, vision as well as objectives of the municipality. This phase includes the municipality's internal transformation needs (Mehlape, 2022:21). According to Ndou (2018:62) this stage includes an amalgamation of local knowledge with technical experts. This is to help with the delivery of services to several communities.

The strategies phase is made up of strategy consideration associated with all identified priority issues. A wider inter-sectoral dialogue is used with regards to the most relevant means and ways of resolving priority matters under consideration of policy principles and guidelines, interlinkages, agreed vision and available resources (Department of Cooperative Governance and Traditional Affairs, 2014).

2.9.3. Projects phase

During the projects phase, the municipality works on the content and design of the identified projects during phase two (Mehlape, 2022:21). Proposals of projects are decided on the project phase. In the project phase task teams and specialists have to fulfil the responsibility of producing project proposals that align with priority issues and strategies and if there is a necessity for additional details on the project obtained (Department of Cooperative Governance and Traditional Affairs, 2014). The most crucial project is the infrastructure, fundamental infrastructure projects are listed (Musitha, 2012:105).

2.9.4. Integration phase

The phase of integration is where the municipality checks if the identified projects contribute to meeting the outlined objectives in the projects phase. All identified developmental plans must be merged and the municipality must have common propositions for dealing with matters such as the alleviation of poverty, disaster management and AIDS (Mehlape, 2022:22).

The project team on this phase has its focus on integration component conformation of the IDP. The phase of integration guarantees that project planning results are checked for their compliance with resources, strategies, objectives and vision and that they are compatible (Department of Cooperative Governance and Traditional Affairs, 2014).

This phase of the IDP process warrants logical consistency by consolidating all sector strategic activities which are executed through the IDP. This allows the municipality to consolidate all approaches with overall IDP, that usually includes a five-year financial and action plan for water and sanitation services development plan, local economic development (LED), equity and poverty alleviation programmes, disaster management, waste management system, spatial development planning, public transport services, public health systems and integrated low-cost housing plan (Dlamini & Reddy, 2018).

2.9.5. Approval phase

The approval phase happens after all other phases have taken place and the integrated development plan draft is now being presented to council for deliberations and adoption. The council has the responsibility and powers to approve the final integrated development plan after public consultations. Council has the responsibility of ensuring that all stakeholders were consulted before adopting the IDP. The committee of the municipality has a responsibility of ensuring that the IDP complies with consultative or legal requirements (Mehlape, 2022:23).

2.9.6. Monitoring and evaluation phase

The phase of monitoring and evaluation ensures economic effectiveness and efficient usage of resources. This phase is about the use of resources which have been indicated

by the IDP and how a municipality must utilize resources in an attempt to provide citizens with services (Mehlape, 2022:24).

2.10. INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

According to Poto (2011:74) the Integrated Development Plan should be communicated properly to employees to amplify its understanding in the City of Tshwane. Poto study further revealed that the current IDP process is not based on integration and that the current IDP mainly focuses only on developed areas rather than underdeveloped areas as it must strike a balance. The study also emphasised the idea that communities should be given feedback on projects that are on hold or that have been stopped.

Poto (2011:94) study revealed that the City of Tshwane Metropolitan Municipality utilizes the services of consultants to develop the Integrated Development Plan which leads to employees not feeling like they own the development process of the IDP. As a result, Poto recommended that employees of the city should be fully involved in the IDP development process. The office responsible for IDP should be empowered with skilled personnel that will have a responsibility of developing and monitoring IDP implementation.

A study by Seabi (2020: 98) discovered that strategic planning and the budget process at the City of Tshwane Metropolitan Municipality are done at contrasting timelines with some senior management members absent during the steps involved in the processes. Reasoning behind the absence of these members varies as some have applied for leave. The National Treasury (2018:01) states that the Municipal Financial Management Act (MFMA) and the Municipal Systems Act (MSA) need to align. The alignment should be between budgeting, planning and instruments of reporting such as Service Delivery and Budget Implementation Plan (SDBI), Integrated Development Plan and Annual report. That is why everyone needs to be available and cooperate to ensure plans that are aligned to the budget.

Phago (2009:489) argues on the importance of involving stakeholders through diverse networks and partnering methods. For an example, the involvement of both business and government should be stimulated and increased to guarantee that the strategy of

municipal service delivery is implemented. *Firstly*, municipalities including the City of Tshwane Metropolitan Municipality are mostly incapacitated, it is important that partners who have an exceptional track record be of competence be lured to get into partnerships with the municipality. *Secondly*, legislative requirements seem to be broad and therefore unable to tackle crucial service delivery issues within municipalities such as the City of Tshwane Metropolitan Municipality. *Thirdly*, socio-economic conditions that have been identified especially underdevelopment issues and lack of employment in the northern area of the city create serious challenges for the IDP.

A study by Makole, Ntshangase and Kayambazinthu (2022:288) revealed that the City of Tshwane Metropolitan Municipality is suffering from poor and lack of cooperation across different departments, governance stakeholders and local government characterise inadequate implementation and the state of management and governance. Inadequate performance in the metro is a consequence of several key priorities in an environment that is economically poor currently. Additionally, a lack of an aligned and integrated approach across institutional and departmental units results in ineffective and poor systems of information to monitor, track, and evaluate performance as per outlined local government and National Development Plan (NDP) targets. Though there is progress in social, economic and local government services in the metropolitan, that progress is uneven and minuscule across the city.

Makole, Ntshangase and Kayambazinthu (2022:288) further argue that the vital barrier that hamper strategic alignment between national government and the City of Tshwane Metropolitan Municipality's

strategies and plans are ideological discordance, policy dichotomy and political contestations between the African National Congress and the Democratic Alliance.

It can be argued that the Democratic Alliance and African National Congress have differing roadmaps for the developmental pathway of South Africa going in opposite and parallel directions. One roadmap points to the developmental state that is based on social democracy to free South Africa from its legacy of apartheid, while the other is the neo-

liberal direction to maintain inequalities caused by apartheid (African National Congress Policy Conference, 2007).

2.11. CONCLUSION

The argument above is clear on the process that needs to be done when a municipal council is hung, and a coalition is therefore necessary. The problem starts when political parties do not respect coalition agreements which then compromises the stability of governance in councils and the City of Tshwane Metropolitan Municipality is no exception. The Armenian and Belgian governments in Europe are two of the many nations where benchmarking can be done. The Netherlands case is another case where parties which want to enter into a coalition can look at and investigate why it collapsed. In the African continent, the Kenyan case remains a relevant example of arguably a successful coalition government.

Municipalities are mandated by legislation to follow certain steps before establishing an IDP document that captures community issues and priority issues that the municipality will follow in addressing community needs. From the above discussion, it is clear that there have been studies on the implementation of the IDP on whether it has been properly implemented in the City of Tshwane Metropolitan Municipality; there has not been studies that link the IDP implementation to the coalition government that took place from 2016-2021. Some researchers have blamed the City of Tshwane Metropolitan Municipality of not aligning its IDP with the national government's NDP because of political dichotomies.

CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN

3.1. INTRODUCTION

In this chapter, the researcher discusses the research methodology, and its suitability for the study together with the research paradigm and research design are clarified. In addition, the study area, population, sampling methods, sample size and ethical considerations are stipulated as well. Subsequently, the data analysis methods and protocols are also presented. The researcher also explains why a certain methodology was to be employed and how it was best suited for this study.

3.2. RESEARCH METHODOLOGY

Research methodology reflects a researcher's philosophical perspective and chosen method in relation to a particular research project (Hesse-Biber & Leavy, 2011). In the following section the researcher's choice of research methodology is presented.

3.2.1. Research paradigm

According to Rehman and Alharthi (2016) a research paradigm or philosophy is a set of beliefs and theoretical framework with views about methodology, epistemology, methods, and ontology. This study is a qualitative study which was guided by the interpretivism paradigm.

Interpretivists are of the belief that reality is not determined objectively but is constructed socially (Hesse-Biber & Leavy, 2011). Maree (2013:67) argues that interpretive studies generally strive to understand a phenomenon through meanings that individuals assign to them.

The researcher opted to use the interpretivism paradigm because of the use of qualitative data, which includes data collection methods like interviews. Therefore, the interpretivist paradigm assisted to investigate public administrative performance of the CoT during 2016-2021 period.

3.2.2. Research Design

This study makes use of qualitative research methods. Hesse-Biber & Leavy (2011) proclaim that methods are the instruments that are used by researchers to collect data. The reason the researcher opted for the qualitative methodology is to obtain an in-depth understanding of what challenges if any, were experienced by participants, which will include councillors and IDP Committee members who served during the period under scrutiny. This study is an exploratory because it focuses on a subject area that has not been studied in depth. The study sought to allow participants to express themselves on the subject without being limited to express their opinions as footnotes to the set questions.

Research design is a study plan that reveals a general framework for collection of data (Trochin, 2006:68). The actions of the researcher and choices shape the strategy and design in qualitative research (De Vos, Strydom, Fouche & Deport, 2005: 269). Qualitative research is naturalistic; its focus is on natural settings where there is interaction in simple terms, social life viewing with regards to processes which transpire rather than in fixed terms (Maree, 2019: 59). According to Berg (2007: 07), qualitative research accurately seeks to address questions through the examination of various social settings and the human beings who occupy these social settings.

Qualitative research method provides for an in-depth understanding of participants' behaviours/inclinations and the reasons behind such comportment. Qualitative results have thus been obtained through interviews of the selected participants. A case study approach has been employed by the researcher.

3.3. STUDY AREA

The proposed study has been conducted in the City of Tshwane Metropolitan Municipality which is one of the three metropolitans in Gauteng Province. The municipality is the second largest in the province and among the six biggest metropolitans nationally. The following townships and towns form part of the municipality's geographical responsibility area: Pretoria, Akasia, Centurion, Atteridgeville, Mabopane, Garankuwa, Hammanskraal, Pienaarsriver, Temba, Soshanguve, Mamelodi, and Crocodile River. As one of the capital cities, Tshwane is the administrative capital of South Africa. The map below shows the areas of the municipality and their geographical positions within the metropolitan:



Figure 3.1. Map of Tshwane showing the towns and townships of the City of Tshwane Metropolitan Municipality

Source: Municipalities South Africa (2021)

3.3.1. Population

According to Babbie (2011: 366), population is the subject that will be the focus point to draw conclusions. Ngechu (2004) describes population as a set of companies, individuals and elements amongst the others which are being studied to conclude. The targeted population included caucus leaders of the parties who were part of the coalition agreement and selected municipal public sector officials involved with the execution of the prevailing IDP for the term 2016 - 2021.

3.4. SAMPLING, SAMPLING METHODS AND SAMPLE SIZE

3.4.1. Sample

‘A sample encloses components of the population considered for actual involvement in a study, or it can be perceived as a subset of assessments extracted from a sample in which we have interest’ (De Vos, Strydom & Delport, 2005: 194).

3.4.2. Sampling Methods and Sample Size

Sampling is the process of statistically choosing a sample of participants from an identified population (Majid, 2018:03). This study used purposive sampling to achieve the objectives of the researcher. Maree (2019: 220) asserts that “purposive method of sampling is used in special situations where the sampling is done with a specific purpose in mind”. Purposive sampling requires the selection of knowledgeable participants about the issue in question because of their experience and involvement in the situation (Creswell, 2003: 185). The purposive sampling was useful for the researcher because it allowed the researcher to choose respondents who possess experience on the subject area. In other words, in this study the selected municipal public sector officials are by default the *ex officio* senior level functionaries charged with particular responsibilities for the implementation of the City of Tshwane Metropolitan Municipality Integrated Development Plan (IDP) during the period 2016 to 2021.

Purposive sampling has been used to identify and select an ACDP caucus leader, a COPE caucus leader, an EFF caucus leader, a DA caucus leader, an FF Plus caucus leader, council chief whip, Integrated Development Plan committee as a single unit, 4 members of the mayoral committee and council speaker who served in the City of Tshwane Metropolitan Council between 2016 – 2021. Therefore, it is envisaged that 12 interviewees may form the respondent panel (including the focus group – Integrated Development Planning Committee – counting as one unit).

3.5. DATA COLLECTION METHODS

Data was collected and classified into two - primary data and secondary data. ‘*Primary data* is the initial and most expeditious recording of the state of affairs and without this kind of data recorded it would be burdensome to make sense of anything’ (Walliman, 2011: 85). Data was collected from identified participants using face-to-face semi-structured interviews.

Secondary data is ‘data that has typically been gathered by researchers and is not involved in the current analysis and has encountered at least one layer of analysis before being included in the needs assessment’ (Mwamadzingo, 2011: 05). The researcher used insight and information from the research of other scholars who did research on the same field. Documents which were of assistance were sought from the municipality to help

boost the findings of the study. The researcher used semi-structured interviews to collect data to ensure quality and avoid biasness when the collected data was being interpreted and analysed.

3.5.1. Interviews

One of data collection instruments employed by the researcher is interviews. Interviews were done face-to-face with participants and among the reasons of doing face to face interviews by the researcher was to form relationships with participants. 'An interview is an essential method of collecting data which involves verbal communication between the subject and the researcher' (Fox *et al*, 2000: 113). According to Creswell (2014:190) interviews are beneficial because:

They advance face-to-face participation.

It is easy to do follow up on questions.

Participants can easily express their understanding on a subject matter.

More data can be easily accessible by the researcher.

The researcher has adopted the semi-structured interview that allowed participants to express themselves and have a discussion with caucus leaders/councillors from the coalition partners of the period under scrutiny, and senior public sector officials. According to Maree (2013:108) semi-structured interviews include certain open questions that have been asked and these questions are followed by further examination and clarification. Semi-structured interviews allow respondents to open-ended responses and that advantages the researcher as more in-depth information will be shared by the respondent. Maree (2013:108) warns that it is easy to get lost by insignificant aspects which have nothing to do with the study and therefore participants must be guided back to the interview focus. Semi-structured interviews were done face-to-face with the respondents preferably where respondents will feel safe.

3.6. DATA ANALYSIS METHODS

Des Vos *et al*. (2011:397) argue that data analysis is concerned with decreasing the capacity of raw data, identifying key patterns, sifting significance from trivia and establishing a communication framework of the essence of what information reveals. The

data collected using these different collection methods was evaluated using descriptive and interpretive research methods. Pie-charts and graphs were used for descriptive analysis while words and quotes were used for data presentation in interpretive analysis.

The researcher used thematic analysis whereby subjects were advanced in accordance with the research questions of the study to analyse the planned semi-structured interviews. Bruan, Clarke and Waete (2016) view thematic analysis as enabling the researcher to understand shared meanings and experience in a manner that is systematic in which the researcher identifies common and uncommon behaviour of participants. According to Miles, Huberman and Saldana (2014) thematic analysis is the most appropriate approach to use when analysing opinions of disparate participants stipulating similar and different areas while also creating unexpected new insights.

Thematic analysis is a qualitative research method that is employed by researchers to analyse and systematically organise composite data sets (Dawadi, 2020: 62). According to Braun & Clarke (2006), thematic analysis urges the researcher to be familiar with the data, generate initial codes, search for themes, review themes, define themes and writing up.

3.7. CRITERIA FOR TRUSTWORTHINESS

Trustworthiness means being reliable and honest in the collection of data in research. Pilot and Beck (2014) explain trustworthiness as referring to levels of assurance that data, techniques and analysis results are of quality. To promote the integrity of the research, the researcher applied the following criteria for trustworthiness:

Credibility

Credibility is strengthened through the usage of thorough description of the scrutinized phenomenon (Maree, 2019: 144). Lincoln and Guba (1985) argue that credibility is also intensified through the evolution of an upfront friendliness with those participating and participating organisations. To promote credibility in this study, the researcher used language that participants understand with an aim of inviting more information from participants. The following credibility strategies were used:

Triangulation

The aim of triangulation is to enhance the qualitative research process by utilizing different methods of data collection.

According to Richardson (2000), triangulation is based on the belief of a fixed object or point that can be triangulated. The researcher promoted triangulation in this study through semi-structured interviews.

Member checking

According to Curtin and Fossey (2007: 92) member checking is a means to uncover if the data analysis corresponds with the response from those participating in the study and the participants' understanding through checking. Member checking is also referred to as member validation. The researcher gave participants an opportunity to clarify issues, and correct errors through the provision of additional data through listening to voice recordings and provision of hard copies as means of ensuring dependability and credibility.

Reflexivity

Reflexivity assists researchers to be aware of the powerful role when involving participants and research development (Curtin & Fossey, 2007: 92). The researcher was transparent during this study and discussed the findings with the supervisor before writing them down.

3.8. ETHICAL CONSIDERATIONS

Ethics determine actions of humans which will be converted into accepted behaviour standards (Gildenhuis, 2004:13). Since this study is human-oriented, the researcher promotes the principles of respect with regards to rights of participants when collecting statistics and assemble the research report. The researcher considered the following ethical considerations before the research is done:

Ethics Clearance Certificate

The researcher intends to make an application for a clearance certificate from the University of Limpopo's Research Ethics, Turfloop Research Ethics Committee (TREC). The researcher did not start the research before an approval was granted by TREC. When applying for data collection permission from the City of Tshwane Metropolitan Municipality, the researcher included the approval certificate from the municipality.

Permission to conduct the research

The researcher requested for permission through letters to the targeted participants which included councillors and relevant municipal public decision-making authorities, including the Office of the City Manager and the City of Tshwane Metropolitan Municipality's Human Resources division. Participants were informed in advance on what kind of questions they would be asked during the interviews.

Informed Consent and Voluntary Participation

The researcher thoroughly explained to participants the purpose and nature of the study and made it clear that their participation is on a voluntary basis. The researcher informed participants that there would be no repercussions for not participating as participation was voluntary. At any point where participants felt uncomfortable, they were told that they have a right to withdraw their participation and were not victimized for that. The researcher prepared and distributed consent forms for participants to sign as a confirmation of their willingness to participate in this study. The researcher before participants signed the consent forms explained that they would not be receiving any incentives or payments for participating in this study.

Honesty

The researcher was honest with the participants and did inform them what the study sought to achieve and gave them freedom of proceeding with the interview or withdraw their participation.

Privacy and Confidentiality

The researcher treated the information that participants gave with confidentiality and did not use videos and cameras without the knowledge and consent of participants. Participants' identity was not disclosed unless agreed upon through a consent form with the participant. Information that the participants shared was treated as confidential. The researcher stored collected data according to accepted protocols of research. Collected data may be used for conferences, research report, journals and the identity of participants will not be disclosed.

Fair selection of participants

The researcher explained how selection was done in terms of the participants. Only political office bearers and senior managers were interviewed as they have vast knowledge on the subject.

No harm

During the field research process, clear and understandable organisational vernacular were used, and the researcher avoided using language that may offend participants. Where participants struggled with understanding questions, the researcher explained until comprehension was assured. The researcher held these interviews in settings which were devoid from intimidation, physical harm or interference. The researcher engaged with the respondents in a calm fashion throughout the interviews which ensured a comfortable environment.

Data integrity and safe storage

The researcher kept the collected data in a safe place and was the only one that had access to it. Data was kept in a computer where only the researcher had access to. Hard copies were kept in a safe place by the researcher for future academic purpose.

Access to information

Participants were told by the researcher that if they would like to bolster their knowledge on the subject, they could be given the data without names. The information did not reveal the names of those who participated.

3.9. CONCLUSION

Chapter three discussed the methodology that the researcher adopted for the study. The researcher explained the research process associated with the study. The researcher continued to explain organisational demography of the study, inclusive of the IDP Committee members and councillors. The sampling method and sample size were discussed in this and the data collection tools and analysis protocols. Lastly, the researcher deliberated on ethical considerations. Finally, the importance of research

ethics and research integrity was emphasised. The next chapter will focus on research findings, analysis and research interpretation.

CHAPTER FOUR: DATA ANALYSIS AND RESEARCH FINDINGS

4.1. INTRODUCTION

The research methodology, research design, study area, population, sampling methods and sample size, data collection methods and data analysis methods are presented in the previous chapter. The criteria for trustworthiness and ethical considerations were also presented in the previous chapter. The nature of this research did not warrant the researcher to conduct a pilot study. As indicated in chapter one, the researcher sought answers to the research questions below:

4.1.1. What are the performance challenges facing coalition-led governments in the local government sphere of the South African political-administrative system?

4.1.2. What were the public administrative challenges in the City of Tshwane Metropolitan Municipality coalition-led government between 2016-2021?

4.1.3. What challenges did the City of Tshwane Metropolitan Municipality experience in implementing the IDP during the 2016-2021 period?

4.1.4. What recommendations can be made for coalition-led governments to improve public administrative performance within their term of governance?

In this chapter, the research results, analysis and interpretation of results on the study are presented. This chapter is divided into two sub-sections namely:

Section A- the background data of the participants is outlined.

Section B- analysis of the primary data acquired from interviews.

4.2. SECTION A: ANALYSIS OF BACKGROUND DATA OF PARTICIPANTS

This section outlined the demographic data of the participants, gender, age, race, marital status, level of education, occupation and experiences in the municipality.

4.2.1. Gender of participants

City of Tshwane Metropolitan Municipality's council is made up of several genders therefore it is worth outlining the gender demographic in this study. Gender analysis is therefore outlined in Figure 4.1 below

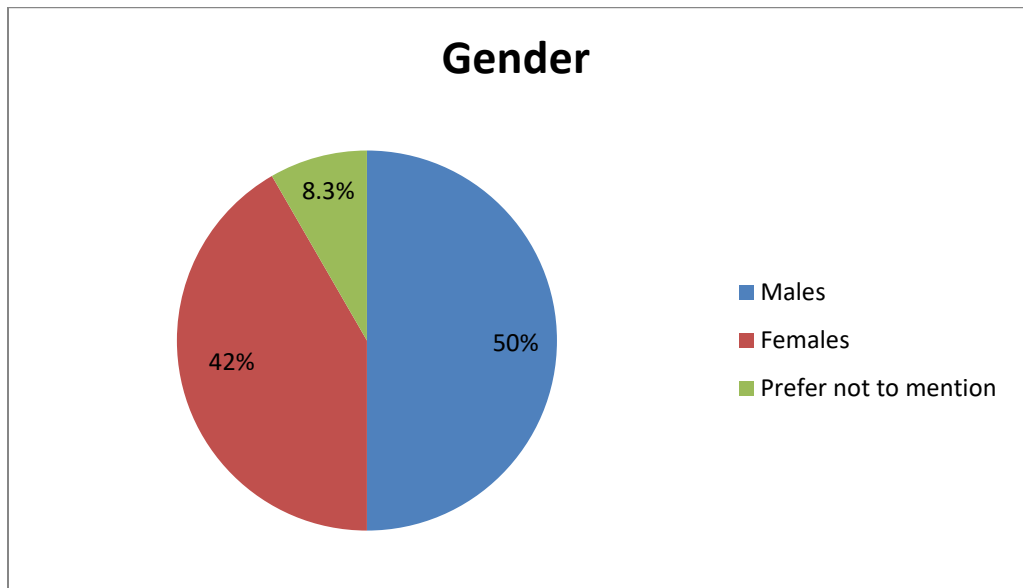


Figure 4.1. Gender of participants

Figure 4.1 is a depiction of the genders that participated in the study. The figure shows that 50% of the participants were males whilst 42% were females. Only 8, 3% preferred not to mention their genders. It can be confirmed that from the study that the gender gap in terms of representation in the council and in administration is not substantial. The perception that politics is a male terrain is slowly fading away as women are also occupying positions of leadership.

4.2.2. Age of participants

The age of the selected participants is outlined in the graph below.

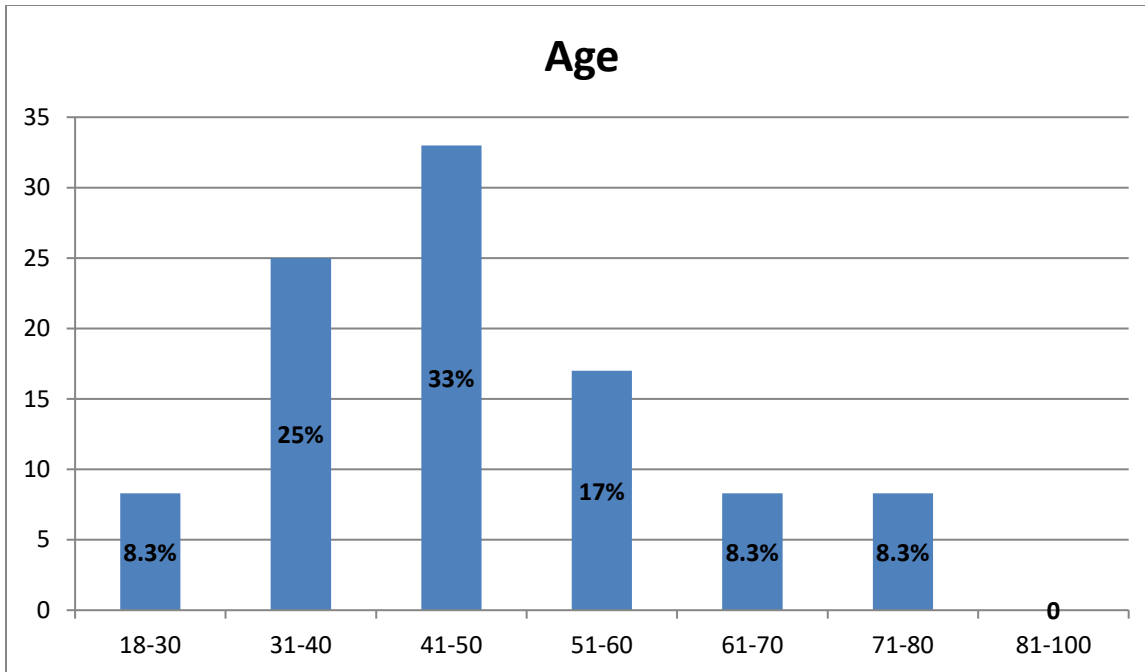


Figure 4.2. Age of participants

Figure 4.2. shows the ages of the participants who participated in the study. According to the above figure, 18-30 years of the participants constituted 8.3% while 25% were participants between the ages of 31 and 40 years. 33% of the participants were between the ages 41 and 50 while 17% were between the ages of 51 and 60. 8.3% were participants between the ages of 61 and 70. Participants between the ages of 71 and 80 also constituted 8.3% while none were over the age of 81. Based on this data it can be confirmed that the municipality council and administration consist of different age groups with the youth also represented.

4.2.3. Race of participants

The City of Tshwane Metropolitan Municipality consists of diverse citizens therefore the representation in council and administration is diverse. Figure 4.3. below outlines the races of the selected participants.

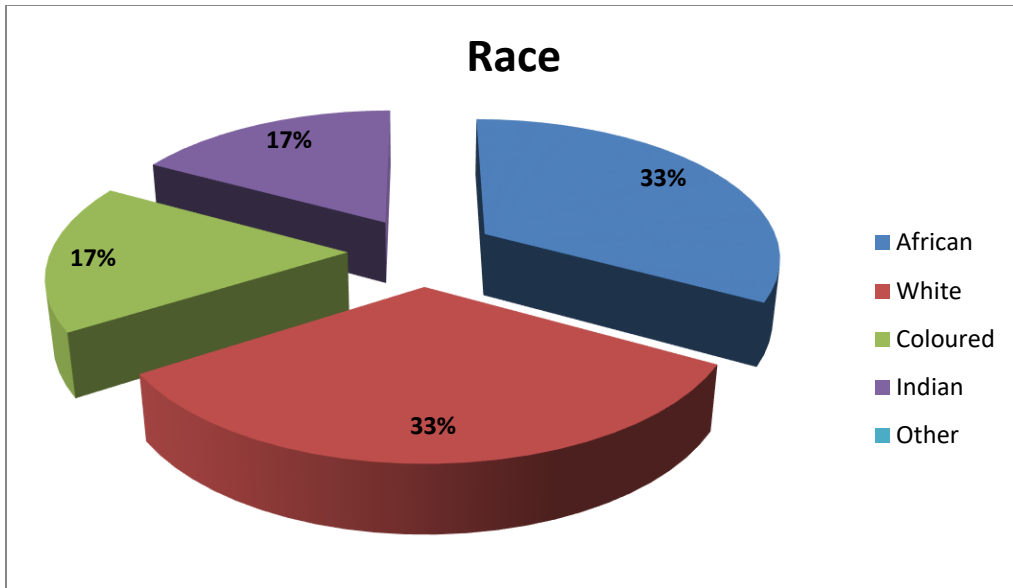


Figure 4.3. Race of participants

The above figure reveals the different races of the participants. The study revealed that 33% of the participants were Africans whilst the other 33% was for white participants. Coloured and Indian participants respectively constituted 17% of the participants. This summary of selected participants reaffirms the earlier mentioned point that the City of Tshwane is a multi-racial municipality.

4.2.4. Marital Status of participants

Below is a pie-chart depicting the marital status of the selected participants.

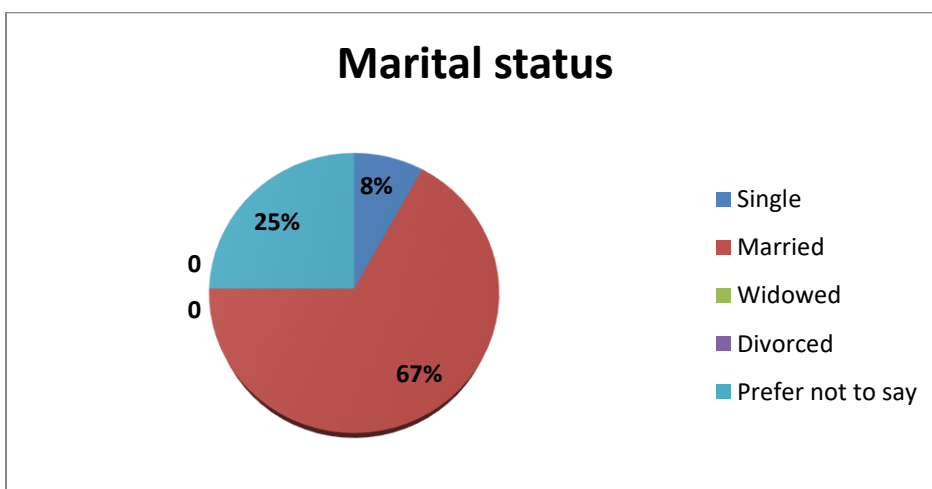


Figure 4.4. Marital status of participants

The above figure reveals the marital statuses of the participants. Figure 4.4. reveals that 67% of the interviewed participants were married while 8% indicated that they were single. The above pie-chart also shows that 25% of the respondents preferred not to divulge their marital statuses. None indicated that they were neither divorced nor widowed.

4.2.5. Level of education

It is worth knowing the level of education of both the councilors and senior public managers as they occupy positions of responsibility. Among those responsibilities is budget management. The figure below shows the level of education of the selected participants.

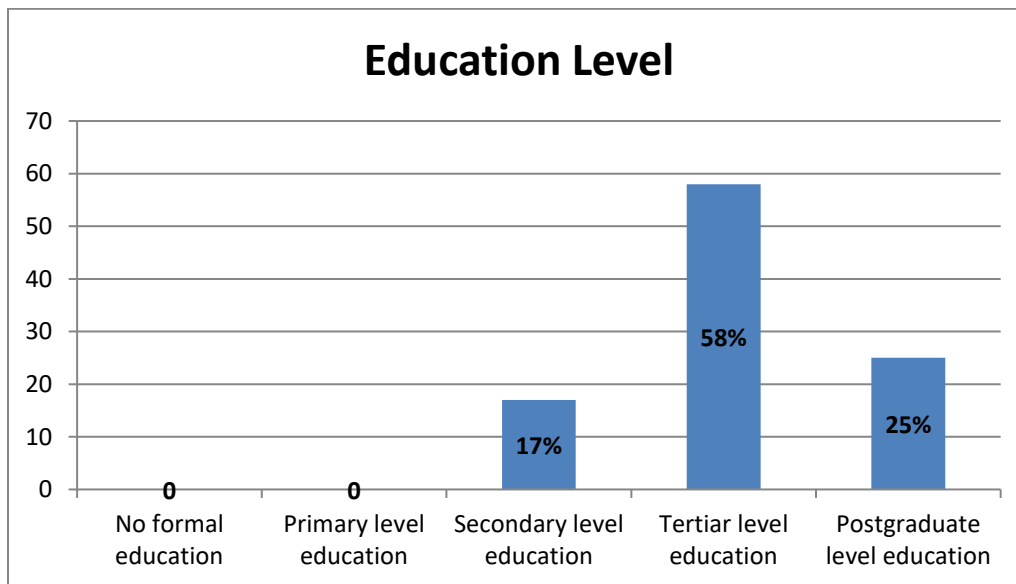


Figure 4.5 Level of education

According to figure 4.5, all the interviewed participants have at least secondary education as it per data revealing that 17% of the participants possessed secondary level of education. 58% of the participants have at least tertiary education while 25% have also pursued postgraduate education. Majority of the participants are educated or at least have a tertiary qualification, which is a benefit because the municipality is among the

biggest metropolitan municipalities in the country so the caliber of managers and councilors should be of high standard.

4.2.6. Occupation

The figure below shows the occupation of the participants within the municipality.

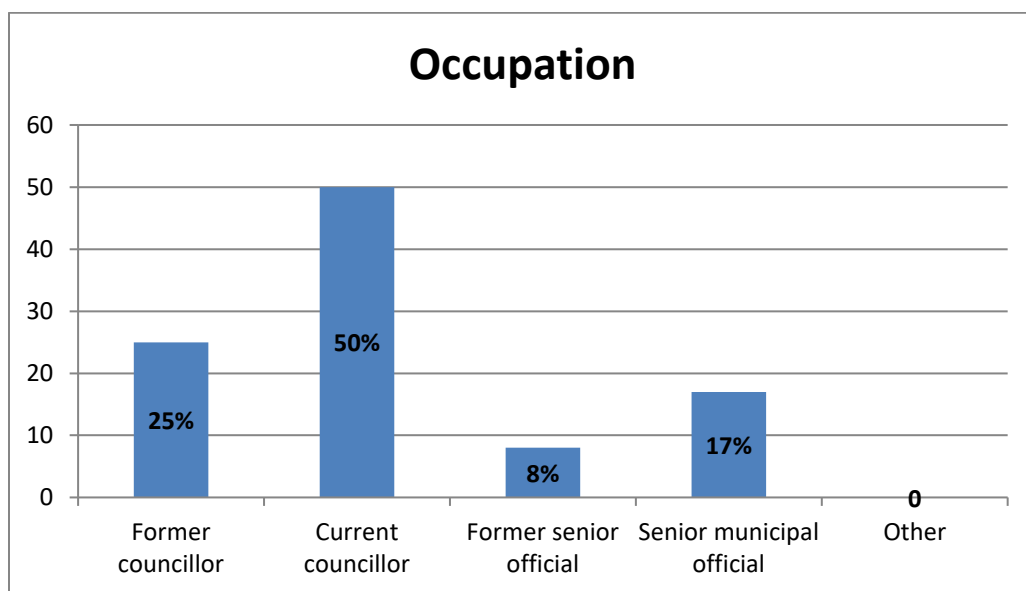


Figure 4.6. Occupation of participants

Figure 4.6. reveals the occupation of the participants within the City of Tshwane Metropolitan Municipality. According to the data on figure 4.6, 25% of the councilors who served from 2016 - 2021 are no longer serving in the current municipal council while 50% are current councilors of the municipality. 8% of the participants were former senior municipal officials while 17% are current senior municipal officials. The data shows that 25% of the interviewed participants no longer hold their positions as councilors. This might be due to reasons that their term is five years and to retain your sit you need to be reelected in your ward again. Some lost while some did not stand for reelection.

4.2.7. Experience within the municipality

Figure 4.7 below reveals how long the participants have been part of the City of Tshwane Metropolitan Municipality.

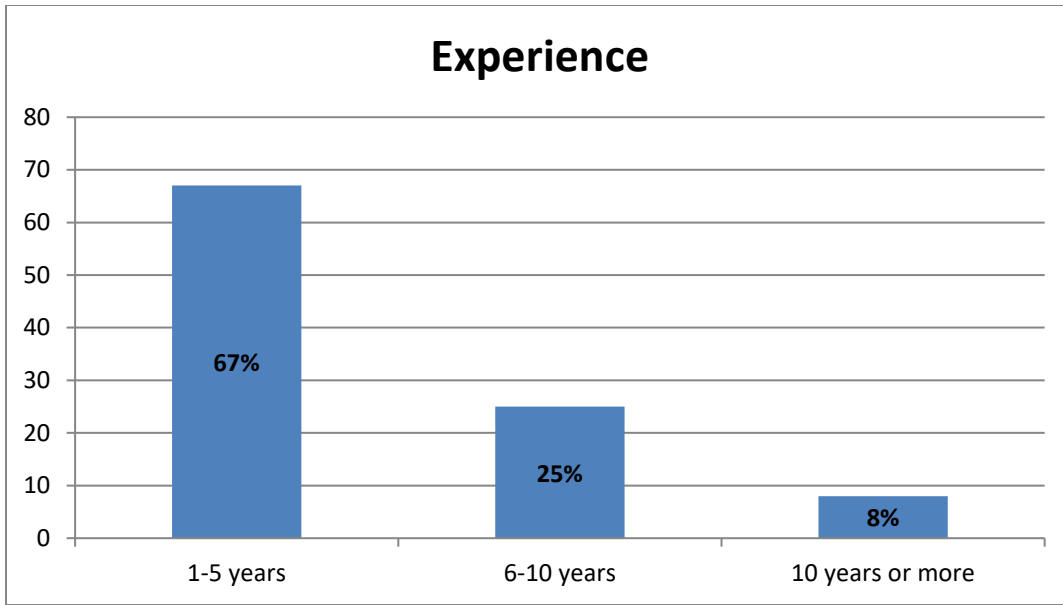


Figure 4.7. Experience of participants within the municipality

The above graph shows how much experience the participants within the municipality have. According to the above figure, 67% of the participants indicated that they have 1-5 years of experience within the municipality while 25% indicated that they have 6-10 years of experience within the municipality. 8% of the participants indicated that they have 10 years and more of experience. The data above shows that the municipality has inexperienced councilors and public managers.

4.3. SECTION B: ANALYSIS OF PRIMARY DATA ACQUIRED FROM INTERVIEWS

The responses obtained through the semi-skilled interviews are outlined and summarized in this section. The data was obtained through questionnaires to the selected participants to achieve the objectives of the researcher. Below are the responses from the participants:

4.3.1. Priorities of the council

When asked what services did the council prioritize?

Out of the twelve interviewed participants, eleven of them mentioned that they prioritized service delivery issues. These issues include fixing potholes, fixing streetlights, address

unemployment and the provision of water and electricity. Some of the participants remarked that:

“We prioritized restoration of basic services, fixing of streetlights, fixing potholes and formalization of the informal settlements.”

“Housing, provision of water and electricity and the city has a high number of young people who are unemployed. We had to look at programmes and measures to address those issues.”

It is clear from the information above from participants that service delivery was the most prioritized issue by the coalition government.

4.3.2. Public administrative challenges that hindered the performance of the coalition government if any.

When asked about the administrative challenges that hindered the performance of the coalition government. Out of the twelve interviewed participants, six of the participants mentioned delay of budget approval due to councilors not agreeing. Some of the participants remarked that:

“The council would delay on passing budgets in the council due to absence of councilors sometimes who maybe could not agree on allocations. This was a frustration we felt in council.”

“We had a problem of passing budgets in the council, some of our partners had their budgets which at times would contradict ours.”

From the above information, it is evident that delay in adopting budgets was a challenge. If a municipality council does not adopt a budget nothing can really happen in a municipality. Municipal programmes require funding so if that is not sorted nothing much can be done.

4.3.3. Did ideological differences hamper your working relationship with other political parties?

When asked if ideology did hamper their working relationship, figure 4.8 summarises how the participants responded.

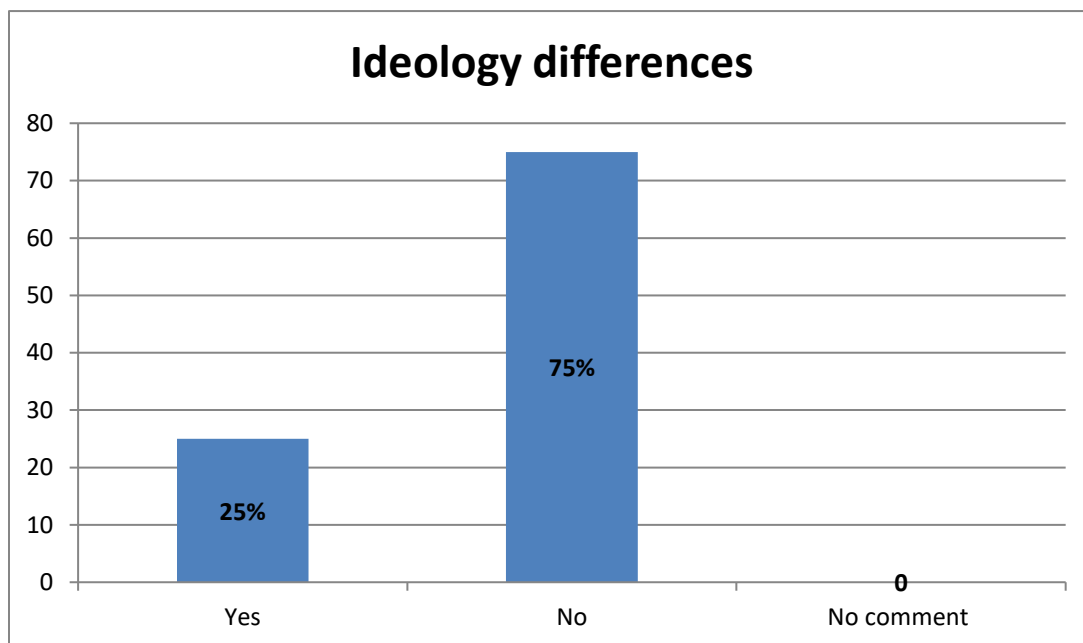


Figure 4.8 Ideology differences

The figure above shows that 75% of the participants are of the view that their party ideologies did not affect their working relationship within the municipality. 25% of the participants felt that ideologies of their parties did hamper their relationship in council. From the above figure majority of the selected participants did not find their difference in ideology as a problem. This reaffirms the idea that ideology has nothing to do with local government. It is clear that these participants did not take their national leadership squabbles at local level.

4.3.4. How satisfied were you with the performance of the coalition government in implementing the focal points of the IDP?

When the researcher asked respondents on how satisfied they were with the coalition government performance in implementing the focal points of the IDP, they responded as follows.

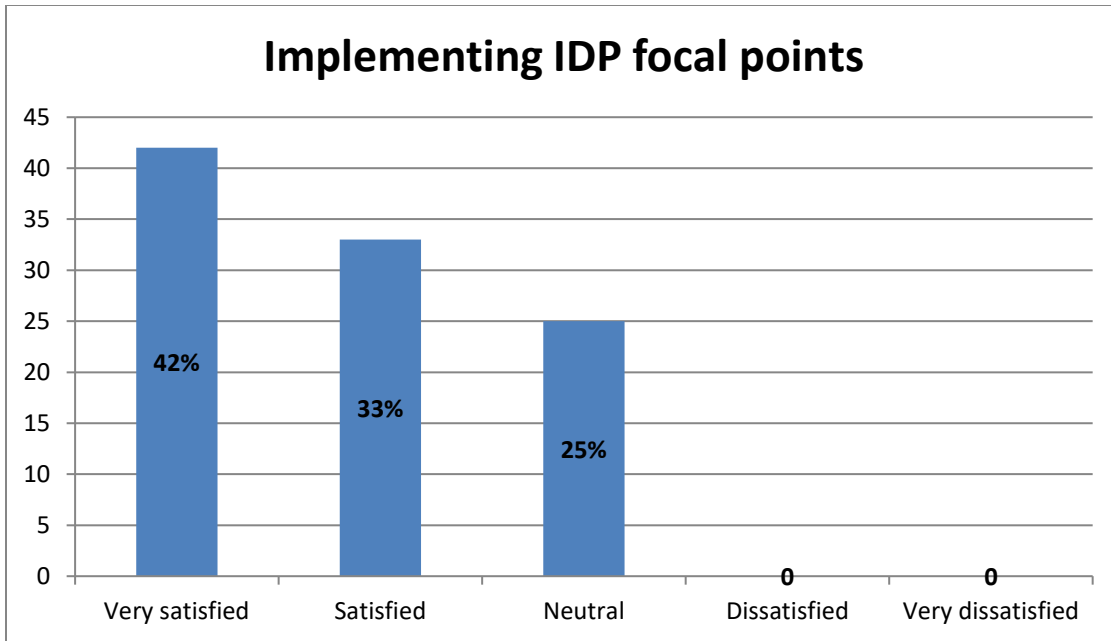


Figure 4.9 Implementing IDP focal points

Table 4.9 shows that majority of the participants are satisfied with the performance of the coalition government in implementing the IDP focal points. 42% of the participants responded as 'very satisfied' with the performance while 33% responded as satisfied. Then 25% responded as 'neutral', they could neither agree that they were satisfied nor dissatisfied. Based on this data, the researcher can reach a conclusion on this issue that participants were happy with the performance. The researcher can also conclude that the coalition implemented the IDP to the satisfaction of most of the interviewed participants.

4.3.5. What were the challenges, if any did the municipality experience in its quest to implement the IDP?

Respondents from the twelve interviewed participants gave diverse responses when asked by the researcher. Some respondents remarked that;

“There were many challenges, for instance some people did not agree with the government particularly black constituency. Public consultation meetings for IDP did not go well but in certain constituencies things went well. Also part of what has happened that is where we had a problem was that the minority government preferred affluent areas at the exclusion of our poor communities.”

“What could be done, we managed to do that. Remember everything is finance related, if the finances are not in it becomes a challenge also if people do not pay their rates and taxes. So we had a problem with other areas within the city who were not paying their rates and taxes, some were not paying for water and electricity as well. Those who were paying had to pay for the people who were stealing electricity.”

“I think they did better than what the previous administration. They prioritized service delivery more than everything else, I wouldn’t say they were perfect. They had their own challenges but they stuck to their goals at the end.”

It is clear from the information above that participants have diverse experiences of challenges experienced by the municipality.

4.3.6. Was the council measuring progress and performance in terms of IDP objectives being implemented?

When asked if the council was measuring progress and performance in terms of implementing IDP objectives. Figure 4.10 below summarizes the responses of the participants.

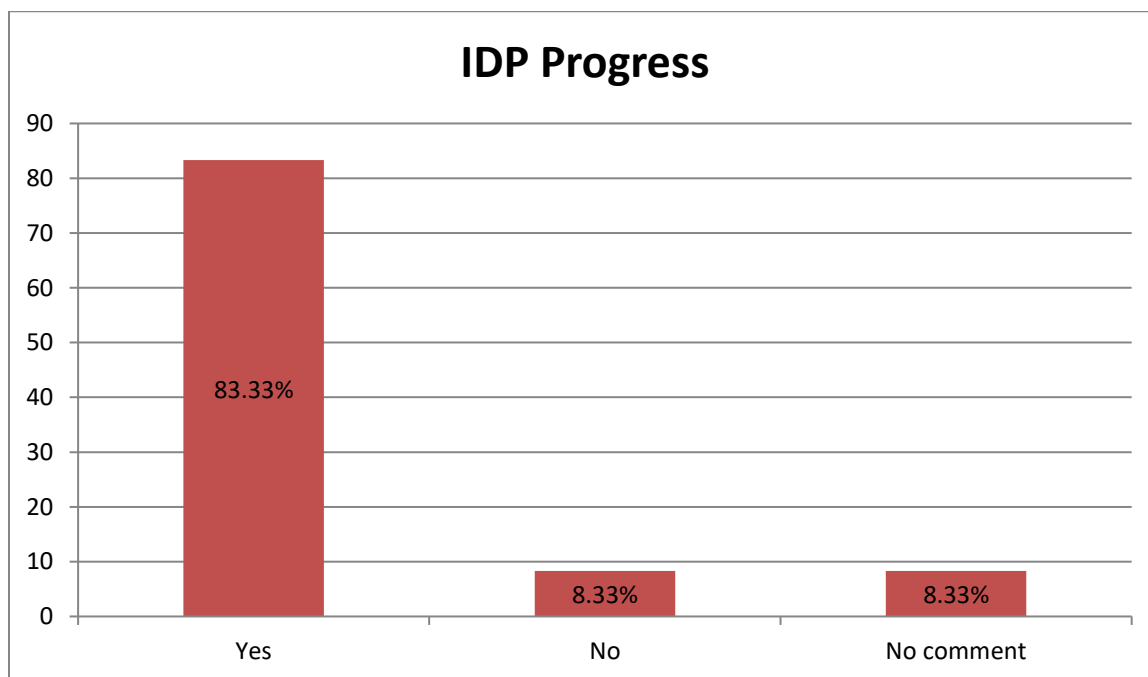


Figure 4.10 IDP Progress

Figure 4.10 reveals that 83.33% of the participants responded that the council did measure performance and progress of how far it has gone in implementing the IDP. 8.33% responded that the council was not measuring progress while those who preferred not to comment also constitute 8.33% as well. Based on this data it is clear that the council did meet and check how far they are with their plans. Checking progress also assists to see where or which portfolios are struggling and an intervention is then made. The researcher deems development as a good governance indicator and an accountability measure.

4.3.7. What do you think about coalitions in general?

When the participants were asked what they think about coalitions, they responded as depicted in figure 4.11.

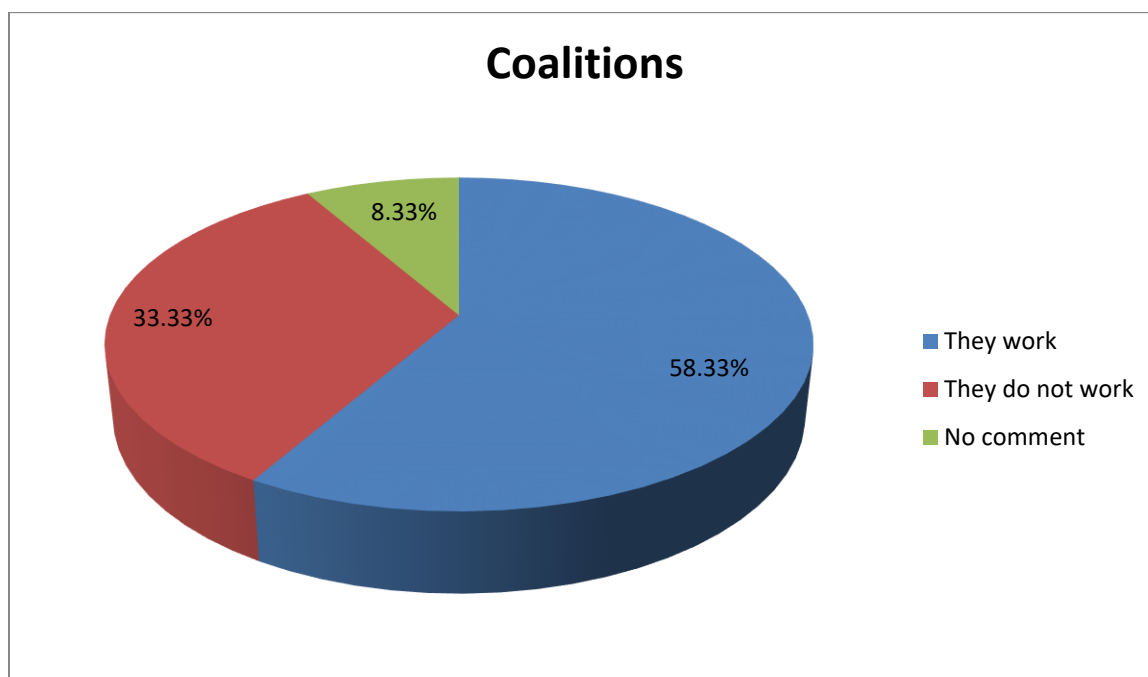


Figure 4.11. Coalitions

The figure above shows 58.33% of the participants are of the view that coalitions work while 33.33% think that coalitions do not work. Only 8.33% of the participants opted not to comment. This data shows the majority of the participants agreeing that coalitions and not just theirs but they work in general. This response may be motivated by the fact that these

participants have been able to work together in implementing the IDP. This may also be because 75% of the participants on figure 4.8 did not think ideology hampered their working relationship. This may also be because the coalition partners are bound by the municipality's governing document, the IDP and not by the political parties in which they represent.

4.3.8. In your opinion, what needs to be done to improve public administrative performance in a coalition government to effectively implement the IDP? If any

Out of the twelve interviewed participants, four participants mentioned that there should be coordination between council and administration. Some of the respondents remarked that;

"We need to work much more with the management to ensure management can produce good work, they hire sufficient staff. The city of Tshwane hired over 28000 staff and if you look at the salary bill of the city, almost 50% of your total budget goes to paying salaries. We need to reduce the number of employees to come to the prescribed 30%-35% of the salary bill because the one the city has is too bloated."

"For us we can only hope council and all municipal committees work together. That makes our work easier."

4.3.9. Final comments

Out of the twelve participants most participants wished the researcher luck in the study. Some of the respondents remarked that;

"Your topic is very interesting; I wish you good luck"

"I do not have any comments, good luck in your studies."

4.4. CONCLUSION

The researcher has presented research findings on this chapter that are based on the research objectives and questions that are outlined in chapter one. The researcher also analysed these findings from participants to get common sentiments or dominant

sentiments by participants. These findings will help the researcher reach a conclusion and offer recommendations in the following chapter.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter is the final chapter and is an overview of the study. Findings of the study both from primary and secondary data are also interpreted in this chapter. Recommendations are also discussed in this chapter as well as the limitations of the study. Chapter five also discusses the contribution of this study. The researcher also gives a general conclusion on the study.

5.2. OVERVIEW OF THE STUDY

The researcher gave a background of the study topic, the research problem, the research objectives, the research questions, the aim of the study and an outline of the study in chapter one. In chapter two the researcher discussed secondary data by way of a literature review. The researcher then discussed research methodology, data collection tools, the study area, the sample size, data analysis methods and criteria for trustworthiness in chapter three. Chapter four discussed the research findings and data findings. The last chapter which is chapter five entails conclusion of the study and recommendations from the researcher.

5.3. FINDINGS

In the following section, the researcher shares research findings of both primary data and what literature revealed.

5.3.1. Findings from the primary data

These findings are based on the objectives set out by the researcher in chapter one of the study.

5.3.1.1. To determine public administrative challenges that faced the City of Tshwane Metropolitan Municipality's coalition-led government between 2016 - 2021.

The researcher sought to find out the public administrative challenges faced by the CoT coalition-led government for the mentioned period. The researcher found out that delays

in adopting budgets was a challenge. If a municipal council does not adopt a budget, operation functionality is hampered. These delays stem from the differences in budget allocations proposed by each coalition partner as mentioned by one of the participants during interviews.

5.3.1.2. To uncover IDP implementation challenges experienced by the City of Tshwane Metropolitan Municipality for the period 2016 to 2021.

One of the objectives set out by the researcher in chapter one of the study was to uncover if there were any IDP implementation challenges experienced by the CoT during the 2016 – 2021 period. Participants had diverse experiences or views on this point. One of the participants mentioned that the municipality had a challenge of residents who did not want to pay their rates and taxes. This is a challenge as the municipality cannot fulfil all its objectives since rate and tax collection projections are not met. Municipal programmes need funding, so not collecting enough from taxes and rates meant that other projects were under funded. It should be noted though that majority of the participants were satisfied with how the CoT implemented the IDP focal points. This means that despite the challenges the municipality still achieved what needed to be done.

5.3.1.3. To make recommendations on how coalition-led governments may improve public administrative performance within their term of governance.

Among the objectives as set out by the researcher in chapter one is to make recommendations on how coalition-led governments can improve public administrative performance. One of the research participants noted that council must work more with the management of the municipality to ensure that management produces sufficient work. This participant concurs with one of the study findings mentioned on the literature review that more cooperation is needed within the municipality and among the different departments.

Another recommendation shared by the participants is that people must vote for a single party that they can hold accountable if it fails to deliver services. The participant further urged communities to give political party five years to implement their manifesto and only if they failed, they would then be voted out of the municipality. More often we have seen

political parties in coalition governments point fingers at each other when things go wrong. In single party governance that rarely happens as only one political party is governing the municipality.

5.3.2. Literature findings

- 5.3.2.1.** Coalitions have not affected public administrative performance in countries that have had democracy for a very long time.
- 5.3.2.2.** Coalition governments have proved to be unstable in South Africa with other cases being the City of Johannesburg Metropolitan Council and the Nelson Mandela Bay Metropolitan Council.
- 5.3.2.3.** The City of Tshwane Metropolitan Municipality utilizes the service of consultants to draft the IDP.
- 5.3.2.4.** Strategic planning and budgeting are done at contrasting times at the City of Tshwane Metropolitan Municipality.
- 5.3.2.5.** The City of Tshwane Metropolitan Municipality has no proper coordination amongst their departments.

Findings from literature review assisted the researcher in determining performance challenges that coalition-led governments face in the sphere of local government of the South African political-administrative system.

5.4. CONCLUSION

The aim of this study was to investigate the public administrative performance of the coalition led government on implementing the Integrated Development Plan in the City of Tshwane Metropolitan Municipality in the Gauteng Province during the period 2016 to 2021. Key concepts were defined by the researcher and the different IDP phases which municipalities must adopt were outlined. The researcher also outlined the limitations of the study. The researcher also included significant legislations that govern municipalities in South Africa. Participants from the CoT were chosen using purposive sampling and interviewed by the researcher. The study employed a qualitative (exploratory) research method.

Research findings and literature findings do not contrast that much as they both did not see a coalition affecting the performance of the municipality except in few instances like budget adopting. Most of the findings from literature do not include the term the researcher conducted the study. Data collected from participants was analysed and interpreted by the researcher. Recommendations were also proposed based on the findings of the study. Future research by other researchers on the subject was also discussed by the researcher.

5.5. RECOMMENDATIONS

Based on the research findings obtained from this study, the following recommendations were given by the researcher to improve public administrative performance in the CoT.

5.5.1. The Municipality must introduce programmes to educate councillors on the importance of budget and consequences of delayed budget approvals.

Some of the participants conceded that council would delay approving tabled budgets. Councillors should be educated on the dire consequences of frustrating the approval of budgets. As indicated by one of the participants that “everything needs money” so if projects do not have budgets allocated to them, administration cannot proceed with their implementation.

5.5.2. The Municipality must introduce coordination mechanisms

The City of Tshwane Metropolitan Municipality must introduce measures that will enforce coordination between council and administration. This recommendation will also help enforce separation of powers and duties between the two while also promoting a healthy working relationship.

5.5.3. The Municipality should introduce strict and effective rates and tax collection methods

One of the participants mentioned that the City of Tshwane Metropolitan Municipality struggled with tax and rate collection as some of the city residents did not pay their accounts. Reasonable payment arrangements can be entered into between defaulting residents and the municipality especially those who cannot afford. Defaulters who can

afford should be issued with harsh penalties for not paying. This will help the municipality to better deliver services and maximum collection will lead to a better revenue and address some administrative challenges faced by the municipality.

5.5.4. The Municipality should lead the IDP process

Literature review revealed that the municipality utilizes the services of consultants to facilitate the IDP phases and process. Consultations and drafting of an IDP is a core responsibility of the municipality through an elected IDP Committee therefore councillors should be at the forefront of the process. An IDP is a critical document of a municipality as it contains what the municipality intends to do. There are no better individuals who know their communities like councillors so if they are not fully involved in the phases, key challenges may be excluded.

The Municipality must be much more involved; there should be better oversight, project management in terms of cost and scope of execution of projects. Monitoring and evaluation of projects should be executed on time. In the event of where the auditing process shows that projects are not executed in line with requirements, special measures should be taken to mitigate the situation immediately. This recommendation will address the challenge of IDP implementation raised among the study's research questions.

5.6. FUTURE RESEARCH

Coalition governments in the local sphere of government took centre stage after the 2016 local government elections in South Africa. Major metropolitans in the country did not get an outright winner, the CoT Metropolitan was no exception. The researcher only focused on the CoT because of lack of funding to cover all the metropolitans in the country. The researcher was only interested in finding out if public administrative performance of the municipality was affected by it being under a new coalition, something new for the metro. Previously there have been studies focusing on how the city implemented its IDP but there have not been studies linking it to the coalition that took place in 2016-2021. Another study can be conducted on the subject including studying the current coalition government in the city that took place after the 2021 local government elections. A different researcher's findings can either confirm or deny the findings of this study.

5.7. CHAPTER CONCLUSION

The main objectives of this chapter were to give an overview of the study findings and based on those findings, recommendations were made. The researcher summarized both primary and secondary findings in this chapter. The chapter then concluded by discussing future areas of study on the same subject regarding public administrative performance of the current coalition government on implementing the IDP.

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ANNEXURE A- INTERVIEW GUIDE

INTERVIEW QUESTIONS

My name is Khanya Ralarala. I am a Master of Public Administration and Management student at the University of Limpopo. I am conducting research entitled 'THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN (2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY, GAUTENG PROVINCE, SOUTH AFRICA.' I would like to request your participation in this short questionnaire. Your identity will be anonymous. Your identity will not be known.

Section A: Demographic Information

For each of the listed items, please indicate the option that applies to you, mark it with an X or supply the required detail.

1. Gender

a) Male	b) Female	c) Prefer not to mention

2. Age

a)18-30	b)31-40	c)41-50	d)51-60	e)61-70	f)71-80	g)81 and above

3. Race

a)African	b)White	c)Coloured	d)Indian	e)Other (specify on the space below)

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4. Marital status

a)Single	b)Married	c)Widowed	d)Divorced	e)Prefer not to say

5. Education level

a)No formal education	b)Primary level of education	c)Secondary level of education	d)Tertiary level of education	e)Postgraduate level of education

6. Occupation

a)Former councillor	b)Current councillor	c)Former senior official	d)Senior municipal official	e)Other (specify on the space below)

7. How long have you been in the municipality?

a)1-5 years	b)6-10 years	c)10 years or more

Section B: Questions to municipal councillors who served in the council during 2016-2021.

8. What services did the council prioritise?

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9. In your view, what were the public administrative challenges that hindered the performance of the coalition government, if any?

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10. Did ideological differences hamper your working relationship with other parties?

a)YES	b)NO	c)NO COMMENT

11. How satisfied were you with the performance of the coalition government in implementing the focal points of the IDP?

a)Very satisfied	b)Satisfied	c)Neutral	d)Dissatisfied	e)Very dissatisfied

12. What were the challenges, if any did the municipality experience in its quest to implement the IDP?

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13. Was the council measuring progress and performance in terms of IDP objectives being implemented?

a)Yes	b)No	c)No Comment

14. What do you think about coalitions in general?

a)They work	b)They do not work	c)No Comment

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15. In your opinion, what needs to be done to improve public administrative performance in a coalition government to effectively implement the IDP? If any.

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16. Do you have any comments you wish to make?

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Thank you so much for your time and participation.

DIPOTSISO TSA POLEDISANO

Lebitso la ka ke Khanya Ralarala. Ke Masters in Public Administration and Management Yunibesithing ya Limpopo. Ke dira nyakisiso yeo e nago le sehlogo se se rego 'THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN (2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY, GAUTENG PROVINCE, SOUTH AFRICA.' Ke rata go kgopela go tsea ga gago karolo lenaneong le le kopana la dipotsiso. Boitsebiso bja gago bo tla ba bjo bo sa tsebjego. Boitsebiso bja gago bo ka se tsebjje.

Karolo ya A: Tshedimoso ya Palo ya Batho.

Bakeng sa e nngwe le e nngwe ya dilo tše di lokeleditšwego, hle bontšha kgetho yeo e šomago go wena, e swaye ka X goba o neelane ka dintlha tše di nyakegago.

1. Bong.

a) Monna	b) Mosadi	c) Kgetha go se boleme

2. Mengwaga

a) Mengwag a ye 18-30	b) Mengwag a ye 31-40	c) Mengwag a ye 41-50	d) Mengwag a ye 51-60	e) Mengwag a ye 61-70	f) Mengwag a ye 71-80	g) 81 le ka godimo mengwag a

3. Morafe.

a) MoAfrika	b) Tshweu	c) Mebalabala	d) Mo-India	e) Tše dingwe (bolela ka sekgoba se se lego ka mo tlase)

4. Maemo a lenyalo

a) Tee	b) Nyetswe	c) Mohlologadi	d) Ba hlalane	e) Khetha go se bolela

5. Boemo bja thuto

a) Ga go na thuto ya semmuso	b) Boemo bja thuto ya praemari	c) Boemo bja sekondari bja thuto	d) Boemo bja thuto ya maemo a godimo	e) Boemo bja thuto ya ka morago ga dithuto tša godimo

6. Mosomo

a) Mokhanselara wa peleng	b) Mokhanselara wa bjale	c) Mohlankedi yo mogolo wa masepala wa peleng	d) Mohlankedi yo mogolo wa masepala	e) Tse dingwe (laetsa)

7. O na le nako ye kaakang o le ka mmasepaleng?

a) Mengwaga ye 1-5	b) Mengwaga ye 6-10	c) Mengwaga ye 10 goba go feta moo

Karolo ya B: Dipotsiso go makhanselara a masepala ao a somilego ka khanseleng mo ngwageng wa 2016-2021.

8. Ke ditirelo dife tseo khansele e di etilego pele?

.....

9. Ke ditlhohlo dife tseo o kopanego le tsona ka lekgotleng?

.....

10. Na diphapano tsa dikgopolo di ile tsa sitisa tswalano ya gago ya mosomo le mekgatlo e mengwe?

a) Ee	b) Aowa	c) Ga go na tshwaelo

11. O kgotsofetse bjang ka tiragatso ya mmuso wa mohlakanelwa go phethagatsa dintlha tse di tsepamego tsa IDP?

a)E kgotsofetse kudu	b)Kgotsofetse	c)Magareng	d)Go kgotsofala sa	e)Go kgotsofala sa kudu

12. Ke ditlhohlo dife, ge e ba di bile gona tseo mmasepala o ilego wa itemogelo tsona ge o be o nyaka go phethagatsa IDP?

.....

13. Na khansele yeo e bego e ela kgatelopele le tshepediso go ya ka maikemisetso a IDP e be e tla phethagatswa?

a) Ee	b) Aowa	c) Ga go na tshwaelo

14. Naa o nagana eng ka mekgatlo ya go dirisana ka kakaretso?

a) Ba a soma	b) Ga di some	c) c) Ga go na tshwaelo

15. Go ya ka wena, ke eng seo se swanetsego go dirwa go kaonafatsa tshepediso ya taolo ya setshaba ka mmusong wa mohlakanelwa go phethagatsa IDP ka mo go atlegilego? Ge e ba go le gona.

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16. Naa o na le ditshwayotshwayo tseo o ratago go di dira?

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Re leboga kudu nako ya lena le go tšea karolo ga lena.

ANNEXURE B- CONSENT FORM

CONSENT FORM FOR PARTICIPANTS

RESEARCH TOPIC: THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN (2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY, GAUTENG PROVINCE, SOUTH AFRICA

I am a Master of Public Administration and Management candidate at the University of Limpopo's Turfloop Graduate School of Leadership. The aim of this study is to investigate the public administrative performance of the coalition led government on implementing the Integrated Development Plan in the City of Tshwane Metropolitan Municipality, Gauteng Province during the period 2016 to 2021. I would like to invite you to participate in my study by answering the questions in the attached interview questionnaire. The questionnaire asks questions about yourself, your political party and your experiences with regards to services provided by the Tshwane municipality.

Important to know

You can withdraw from the study any time you want to and there will not be any consequences.

By signing this form you are giving the researcher consent to ask you questions.

Your opinion and answers will be confidential.

You are not forced to participate in this study.

You are not going to lose your work position by participating or not participating in this study.

By completing this questionnaire, you confirm that you would like to participate in this study.

Signature of participant

Date

FOROMO YA TUMELELO YA BATLHAHLOBO

SEHLOPHA SA NYAKISISO: THE PUBLIC ADMINISTRATIVE PERFORMANCE OF THE COALITION-LED GOVERNMENT ON IMPLEMENTING THE INTEGRATED DEVELOPMENT PLAN (2016-2021) IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY, GAUTENG PROVINCE, SOUTH AFRICA

Ke nkgetheng wa Masters ka Taolo ya Setšhaba le Taolo Yunibesithing ya Limpopo's Turfloop Graduate School of Leadership. Maikemisetso a nyakisiso ye ke go nyakisisa tshepediso ya taolo ya setshaba ya mmuso wo o eteletswego pele ke mohlakanelwa ka ga go phethagatsa Leano la Tlhabollo ye e Kopantswego ka Mmasepaleng wa Toropokgolo ya Tshwane, Profenseng ya Gauteng mo nakong ya 2016 go fihla ka 2021. Ke rata go le mema go tsea karolo go ka ithuta ka go araba dipotsiso tseo di lego lenaneopotsisong la poledisano leo le kgomareditswego. Lenaneopotsiso le botsisa dipotsiso ka wena, mokgatlo wa gago wa dipolotiki le maitemogelo a gago mabapi le ditirelo tšeo di fiwago ke mmasepala wa Tshwane.

Bohlokwa go tseba

- O ka ikogogela morago thutong nako efe goba efe yeo o e nyakago gomme go ka se be le ditlamorago.
- Ka go saena foromo ye o fa monyakisisi tumelelo ya go go botsisa dipotsiso.
- Maikutlo le dikarabo tsa gago e tla ba sephiri.
- Ga o gapeletšege go tsea karolo thutong ye.
- Ga o ye go lahlegelwa ke maemo a gago a mosomo ka go tsea karolo goba go se tsee karolo thutong ye.
- Ka go tlatsa lenaneopotsiso le, o tiisetsa gore o rata go tsea karolo nyakisisong ye.

Mosaeno wa motšwasehlabele

Letsatsikgwedi

