

PRESENTATION ILGM

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THE EFFECT OF POLITICAL ENVIRONMENT ON SERVICE DELIVERY

(a study of political instability, patronage and factionalism in a municipal environment)

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Structure of the presentation

- Introduction
- Legislative background
- Aim
- Political environment
 - Political instability
 - Political patronage
 - Factionalism
- Recommendations and conclusion



INTRODUCTION

- ▶ **This paper looks at how service delivery is affected by political instability, patronage and factionalism in a Municipal environment.**
- ▶ The study of IGR (Tsako, 2018) uncovered the association of these factors with service delivery and further research was undertaken where existing resources across municipal settings in SA, were looked at.

Key words: political instability, political patronage, factionalism

LEGISLATIVE BACKGROUND

- RSA Constitution - S152 Objects/aims of local government

Democratic and accountable government

Provision of satisfactory services to the community

Does the **political environment** enable the achievement these objects?

Promotion of social and economic development

Community involvement

Safe and healthy environment

Serve as the basis for the determination of powers and functions of municipalities.

Legislative background

Local government municipal structures Act, 1998 (define structures of local government)

Local Government municipal systems Act, 2000 (regulate key organisational, planning, participatory and service delivery systems)

Municipal Finance management Act, 2003 (regulates municipal financial matters)

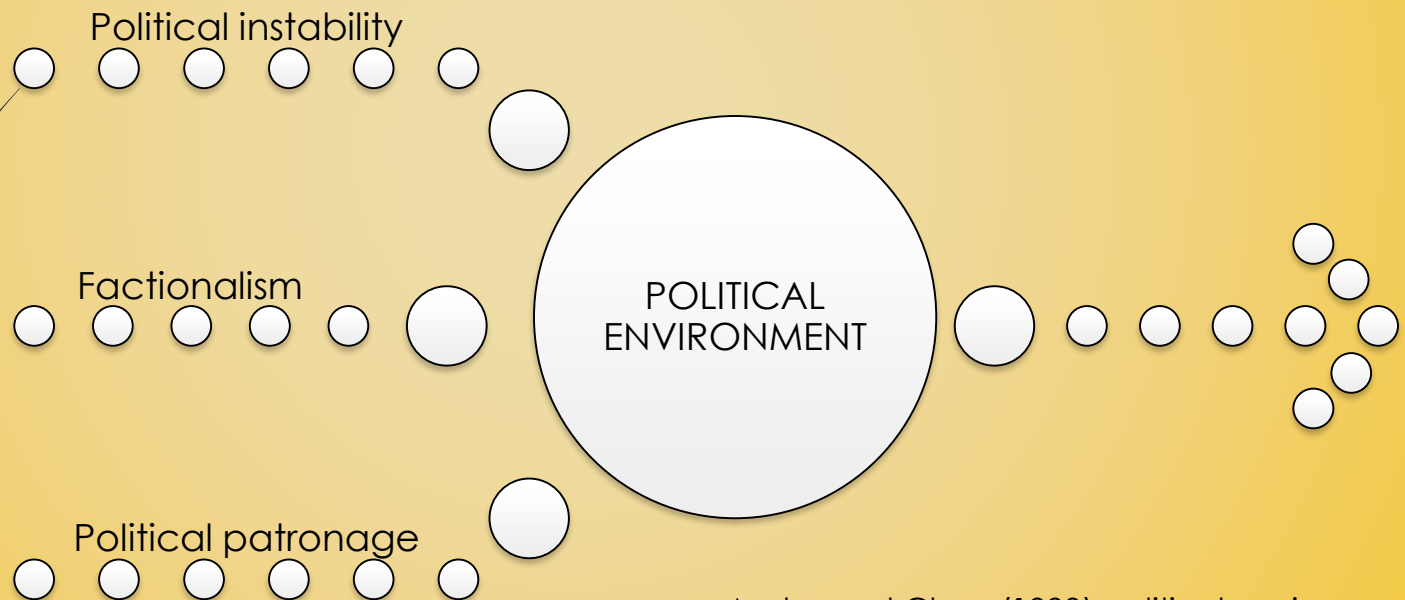


Provide a framework that guide municipalities on the full-
fillment of the **objects of local government** as envisaged
in the constitution.

AIM

- Therefore, this paper **creates an understanding** on the effect of **political environment** on service delivery and with specific focus on three issues:
 - Political instability
 - Political patronage
 - Factionalism
- Exploratory in nature, meant to delve more on the already existing conclusions based on the research conducted by Tsako (2018) and therefore drawing lessons from different local government settings.

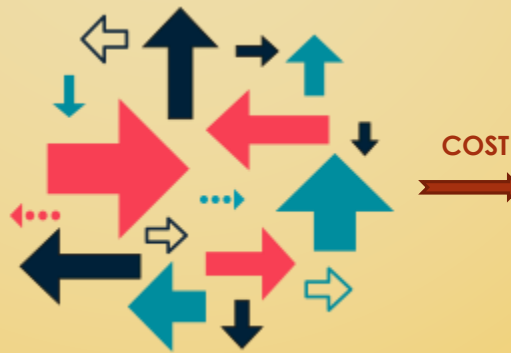
POLITICAL ENVIRONMENT – KEY CONCEPTS



Source: Tsako (2018)

Auster and Choo (1993) political environment is often perceived to be outside of Management's control, making it difficult to define, predict, and align with objectives.

POLITICAL INSTABILITY



Contributes to high rate of corruption and under-development
 Reduce investment and speed of economic development
 Government collapse and political unrest
 Political assassinations and factional violence
 Trends of factionalism and patronage

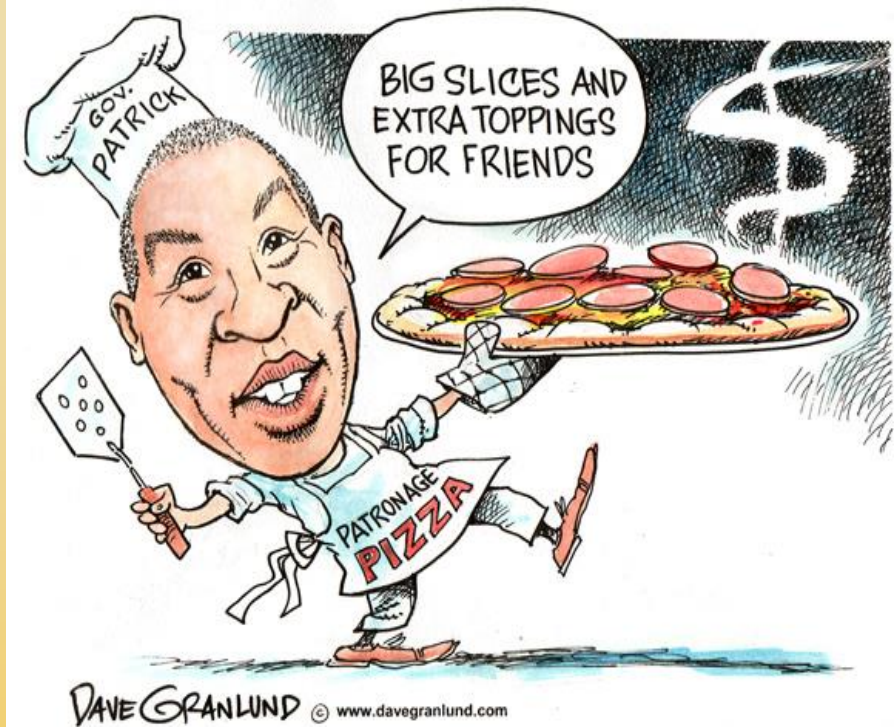
Def. A condition in a political system, in which the institutionalised patterns of authority break down, but add that “the expected compliance to political authorities is replaced by political violence” Morrison and Stevenson (1971)

(Ozier, Roubini and Swagel, 1996)

POLITICAL PATRONAGE

Def. A relationship in which as a special favour, a person/ principal provides for his client/ agent access to scarce resources that are not universally accessible (Moxnes; 1991).

Inequality and difference in power
Exchange of different and unequal resources
Principal – agent relationship/ Patron-client relationship

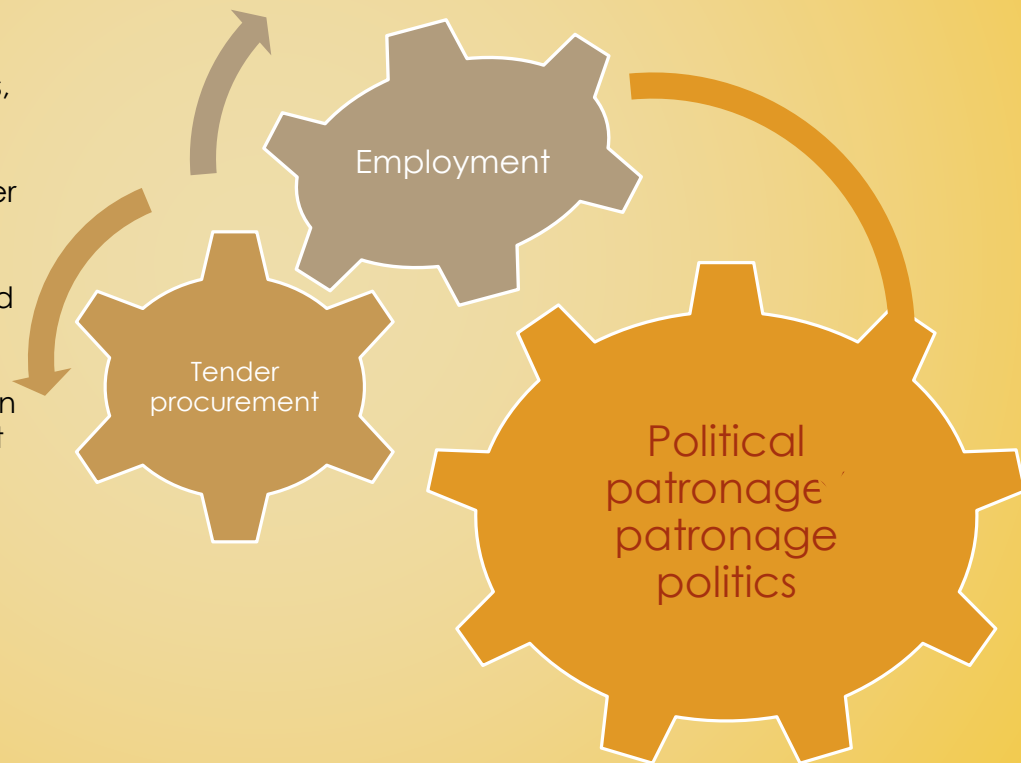


POLITICAL PATRONAGE cont..

Those in power use appointing authority to recruit cronies, kins, friends to head crucial departments
Such used to perpetuate tender corruption through undue influence of proc. processes, coercion, mismanagement and theft (Mamogale, 2015)

The focus when appointing is on Cadres political affiliation whilst overlooking qualifications, credentials and integrity

(political instability associated to political patronage).



Political patronage cont...

► Results of political patronage (Kopescky, 2011)



Rise in unemployment



Poor planning



Poor service delivery



Compromised financial management

Institutional instability



Loss of institutional memory due to prolonged acting roles

Political patronage cont...

- ▶ One cannot overlook the correlation between lack of capacity and political patronage with regards to the deployment of senior officials ;
- ▶ In relation to this, Mamogale (2015) concludes that powerful and stronger institutions of regulation like legislatures are essential in enforcing the culture that encourages excellence within public service;
- ▶ Patronage trends vary with some changes in the partisan composition of the executive.

Def of Faction: A group or combination working together within and usually against the larger body (Webster New Encyclopaedic Dictionary, 1996)

Emanates as an expression of deeply rooted or institutionalised differentiation within parties (Rose, 1964)

Associated with patronage, self-interest and often self enrichment. *"Because you agree to associate yourself with a certain faction, some benefits might be derived.....(Isandla Institute, 2011)*



What characterise factions?

- Degree of organisation
- Shared identity
- Binding agreements on common goals
- Disciplined groups
- Conscious of their own existence (Motsohi, 2015)

FACTIONALISM – HOW DOES IT AFFECT SERVICE DELIVERY

Factional politics and effects on service delivery

- Challenges faced by the Municipalities (NMBM, Kogkisano, are deeper than what we see;
 - Some service delivery protests are instigated by competing factions in the party;
 - These are meant to undermine the legitimacy and efforts of the current leaders with the clear intent of replacing them in the next round of elections;
 - Those in power, naturally will not voluntarily vacate their positions as a gesture of goodwill, power will be captured by force or other insidious means;
 - In many small municipalities, projects and programmes that were designed to improve local economies were allegedly either being delayed or abandoned because of competing factions that wanted to benefit through tenders;
 - Critical issue is that all those who were in your faction and were critical to the success of your election, will be expecting to be rewarded with senior appointments – **THIS IS THE POWER OF PATRONAGE**
 - What has been lacking is decisive actions to root out these practices
 - Under these circumstances, competencies give away **LOYALTY**

Abraham Lincoln captured this paradox of perceived power when he stated “nearly all men can stand the test of adversity, but if you really want to test a man’s character, give him power”

Factionalism and Patronage

The President of SA was delivery the party election manifesto at Moses Mabida January 2019

“Factionalism and patronage have diminished ANC ability to lead transformation process...”
(Ramaphosa, 12 Jan. 2019)

Acknowledgement that the last 25 years have demonstrated the ‘enormity’ and ‘complexity’ on the task of redressing injustices and advancing fundamental change.

Highlighted that the past 25 years have also shown the great power of a nation working as one to achieve a common goal, shows SA people to be resourceful, resilient and determined.



COST OF FACTIONALISM

This paper argues that factionalism increasingly is characterised by patronage as competing groups within the party sought to ring fence their political power and the opportunities for upward mobility provided by the state. Factionalism and governance (McGulwa, 2018), Kagisano Molopo Municipality:

- Factional battles led to poor service delivery
- Factionalism spread from provincial level down to local
- Made comments on the reports on the intentions of Kagisano-Molopo Local Municipality to take the North West Provincial Government (NWPG) to court for not following procedures when placing the municipality under Section 139 (1b) and Section 137 MFMA administration interventions
- DA's observation in this regard was that, this is directly related to the factional battles playing out within the ANC. And once again it is ordinary people who are negatively affected by poor service delivery
- Failing party caucus busy bringing motions of no confidence against each other whilst people had no water, electricity supply and refuse removal

COST OF FACTIONALISM

- ▶ Links between political factionalism and community protests

- ▶ Seedat (2009) associates public protests with political patronage and factionalism – violence is always at the centre of these protests;

City of Tshwane – June 2016 protest:

- ▶ *In June 2016 ANC announced City of Tshwane mayoral candidate – former Public Works Minister (Hon. Didiza)*
- ▶ *Consequently public protests emerged immediately after announcements*
- ▶ *Characterised by violence, killings, burning of buses, looted shops*
- ▶ *Root causes identified as factionalism, tribalism, sexism, economic exclusion and patronage politics (Kgatle, 2016)*

Conclusions

- ▶ Challenges in achieving the objectives of local government could be due to political instability, factionalism and patronage;
- ▶ Within the political environment, political instability is characterised by intra-political fighting's, that have a negative impact on service delivery;
- ▶ Linkages between factionalism and political patronage are inevitable in a political unstable environment. It could be summed up that in their efforts to secure political careers, people would seek support from party colleagues and patronage promises and this building minimum winning coalition inside parties – leading to predictable patterns of factionalism;
- ▶ The repercussions are that, all those who were in coalition to support would expect to be rewarded whether with senior positions or tenders;
- ▶ Factionalism and patronage are associated with community or political unrests and lead to political instability;
- ▶ Whilst political instability is difficult to predict, the results are catastrophic.

Recommendations

- ▶ Recommendations highlights that the local government system of philosophy should depart from what matters the most – the objects of local government and be influenced by the role of those who are in leadership positions;
- ▶ Decisiveness and the ability to deal with factional disputes, faction instigated protests and instability;
- ▶ Decisive actions should be taken in circumstances where the political environment (factions/ patronage) counter the fulfilment of the objectives of Local government. Also, decisive actions to root out factionalism practices and enforcing a culture of excellence within public institutions is required;
- ▶ Whilst political patronage in a form of cadre deployment cannot be totally discouraged, the fundamental issue - that of political education, could serve as an instrument to instil the required values, attitudes and behaviours – leading to improved service delivery amongst cadres (both political and administrative), however provisions of the legislation should be strictly adhered to, to the maximum;
- ▶ There should be means to detect and discourage factions within the political parties; and
- ▶ Political deployment should be backed by competence, integrity and required qualification.

Discussions!



END

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