



Transcript:

***Coalition Government in Cape Town:
Implications and Challenges for Effective Delivery***





Speakers:

MEC Richard Dyantyi (MEC for Local Government and Housing)

Executive Mayor Helen Zille (City of Cape Town)

Ms Anthea Houston (Executive Director: Development Action Group)

Moderator:

Mr Tim Hughes (Research Fellow: SAIIA)



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Mr Tim Hughes

It is great to be back after the election. I think we had a good meeting last time before the election. Thanks to all of you for coming out on the start of Cape Town winter.

Firstly, thanks Helen for even taking the time to come out tonight and we quite understand your commitments and we hope that you can get some type of resolution to this issue [COSATU strikes] not just for the city but for the country too. There is no need to introduce Helen Zille. I think I have known her now since about 1982/83 but even I had to chuckle at the name Godzille. I think the one thing that is consistent about Helen is her commitment to what she does and how she does it. I have never had a light conversation with Helen. We have had jokes, we have had laughs, but she is a redoubtable person. She is somewhat like the previous Helen in this country in certain respects but someone whom I hold in very, very high regard indeed. Usually after elections there is a honeymoon period. Not for Helen; there has been no honeymoon.

Executive Mayor Helen Zille

Thank you very much indeed Tim. Just to say that my sons love the name Godzille and they tease me about it all the time. Let me thank the DDP for hosting these kind of debates on this very topical issue that I am delighted to be here to speak about coalition in Cape Town, implications and challenges for effective delivery.

She has hit the road running and she has been presented with some profound challenges.

Is the nature of the coalition such that this may impinge on delivery in Cape Town?

I suppose the reason we are here tonight is the concern about the nature of the coalition that has been put together in Cape Town. Some would argue that it could be fractious. Can this coalition hold? But even if it holds as a coalition, will delivery be inhibited or restricted? Will we get less of a deal from this configuration - this political configuration that we have? Would it be less a deal than if we adopted the model that has been propounded by the ID for example. So, this coalition has some very serious challenges and no doubt we have some very serious questions for it. So without further ado, I am going to hand over to her Worship, Helen. I welcome Helen Zille.

I am also delighted to have two good colleagues on the platform with me and somebody who is supposed to be a political opponent, Minister Dyantyi, but someone with whom I get on with very well indeed and I am delighted to be here debating with you. I also want to say that although I have to leave relatively early I have bought the A-Team to replace me, and that is Belinda



Walker who will be able to field questions much better than I will be able to do and I am delighted that she came and fulfilled my promise to DDP to take this debate through to the end. So thank you very much Belinda.

The theme here tonight is *Coalition Government in Cape Town: Implications and Challenges for Effective Delivery*. The first point I want to make is this: if we are to establish a sustainable democracy in South Africa, we must have regular elections but there must also be a prospect that one party won't always emerge as the victor from those elections. If it is entirely predictable that one party will always win every election at every level of government in South Africa, then we cannot really talk about a democracy because for a

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democracy to exist there must be proper checks and balances on government. And the best check and balance on government is if voters change their mind and vote for another party, to the point that that government is replaced.

We come from a very traumatic history of apartheid in South Africa which means that race group politics still predominates and we have a long way to go to rise above that for understandable reasons. But that is not a challenge only in this country. It is a

challenge in every other plural society anywhere. I have spent a lot of time discussing this very challenging issue with some of the top political scientists in South Africa and especially in Cape Town and no less a person than David Walsh, who studied this very particular question, tells me that there is not a single country in the world of a plural composition such as ours where voters have risen above their ethnic or race background to vote on issues and policies.

That has very profound implication for a country like ours in which we want to establish a non-racial democracy, a sustainable non-racial democracy and a growing economy. We have to be the first country in the world that does manage to do that or else have a sham democracy in which one party always wins at every level of government and concentrates more and more power into fewer hands as the demographic projections go in a certain direction.

So we have a huge challenge - a very major challenge. One of the ways that challenge can be met in plural complex societies is through very strategic coalition formation which we have never had in any real or serious sense in South Africa until this new multi-party government in Cape Town. I know the press love to call it the DA lead government. But in every sense we are a multi-party government, meeting just about every day to take decisions jointly.

The previous experience of the DP and the NNP was really not a coalition on which we can base any serious conclusions because



very quickly that coalition became an alliance and became a single party. The challenge is, can we form coalitions of different parties that can govern successfully in South Africa? The reason that question is important is because that is the only way we can get changes of government in South Africa for the foreseeable future. And the other critical reason why that question is so important is that by getting successful, workable coalitions of different parties that are still largely formed on the basis of ethnic composition, may well find over time that they have so much in common and work so well together that we may be able to use that as the beachhead into a non-racialism to form parties based on issues, principles, policies and argument. This is a great challenge if we are to establish a real democracy in South Africa.

We, in the multi-party government in Cape Town, feel that we have a real challenge and we feel, without giving ourselves airs and graces that we have a historic role to fulfil if we get it right. If we get it wrong, we will be setting the course of democracy back very fundamentally in South Africa.

Many countries have a deep experience of coalitions and govern very well with coalitions and have an experience of changing coalitions. I have read a lot about them and there is a lot to learn from their experience and it would be very good if the Konrad-Adenauer-Foundation and the DDP come to get together some people with real experience of coalition making and come

and tell us what the lessons are and we certainly had some experts bought by other foundations to give us some good capacity building in the area of coalition formation which has been very useful. But our coalition in Cape Town currently has 7 parties in it. So it is a big coalition. There is the Democratic Alliance which happens to be the party that I represent. There is the United Democratic Movement, the United Independent Front, The Universal Party,

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The African Moslem party, the African Christian Democratic Party, and the Freedom Front Plus. Now you can see what an extraordinary wide span that this coalition covers. Really with very different points of departure, very different policies on everything from self-determination to gay rights, this coalition has profoundly different policy points of departure within it. So that raises some major challenges.

The other thing that raises a very major challenge is that we have a majority of 1 as the coalition in Cape Town. If everybody attends, if everybody votes according to our agreed position in the coalition then we have a majority of a single person in a 210 council and if the PAC votes with the ANC and the ID, then the speaker has to cast a



casting vote. So you can see how terribly close it is. It does wonders for attendance. Everyone tends to come to the meetings and it does wonders for the amount that we talk beforehand about getting our agreed position and the extent to which are prepared to compromise and meet each other more than half way in order to do it. So a party with 91 seats or 90 seats, like the Democratic Alliance, has to take very seriously a party with a single seat and make sure that they are accommodated in the decision making, which we do.

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Obviously we would very much and very dearly like the Independent Democrats to be part of that broader coalition. It would give us greater stability most certainly and that is very important in governing Cape Town. We believe that our policy positions are close enough to make that very feasible and very realistic and we also believe that in fact the differences between the major parties in that coalition and the Independent Democrats is far less than they would be with other parties. So we would very much like, and we have up to now, left the door open for that to happen because we believe that they should be part of it.

We believe it is incredibly important that the ANC should not be in a driving position in government in Cape Town. Not because we hate the ANC, not because we have anything fundamentally against the ANC, but because we believe it is not good for democracy for the ANC to be in power everywhere. The ANC has more than a 2/3rd majority nationally, it runs 9 out of 9 provinces, it runs 5 out of 6 cities, and it is certainly not a disaster for South Africa for democracy or for the ANC for it to learn to be in opposition in one single place in South Africa. So we believe that it is important for that to happen.

That does not mean to say for a moment that we have hostile relationships with the ANC. I work very co-operatively in terms of co-operative governance with the ANC in the province because the ANC won the election at the provincial level. Or they did not win the election at provincial level. But together with the NNP they were able to govern and when the floor crossing came, the NNP put the ANC firmly into power in the province. We recognise that. We don't support floor crossing but we recognised that and we worked very co-operatively and very well with the ANC; very specifically with Minister Dyantyi and with Premier Rasool. I meet on a very regular basis with both gentlemen and, in fact, today we had two or three interactions about co-operative responses to the security situation in the city, most cordially and most co-operatively. So the fact that the ANC is in opposition does not for a moment mean there are hostile relationships all the time



and it certainly does not mean that we don't work extremely well with the ANC at provincial level and that we aren't aligning many of our budgets to our joint objectives, for example, like trying to achieve 8% growth in this city.

I do know that in the public eye the fragility of this multi-party government dominates public perception. But I can assure you that we are driving delivery in quite an extraordinary way. That does not normally get into the paper and for understandable reasons conflict and being on the edge of collapse is much more exciting. Even when it does not exist it can be projected as such. So on Monday we had the most excellent meeting with the Province. Minister Dyantyi was there and we were looking at the oversight functions on our budget and aligning it to our 12 point agreed objectives with the Province. The SABC managed to spin it as an emergency meeting called by the Province because of resignations of some members of the Ikwezi team. Nothing of the kind. The interesting notion is that many of those resignations are likely not to go through; now, that the Ikwezi team realises we are not going to negotiate multi-million Rand payouts for them. So the fact of the matter is, the most constructive meeting we have had and formulated our plans together with Province was turned into some sort of a crisis.

Yesterday, for example, we did the most important thing that we have done since we have been in power, which is sign a co-operative agreement with 3 major banks to

bring them into the low cost housing delivery process. For the very first time we can start using private sector money to drive low income housing delivery which will transform the prospects of low income housing delivery in South Africa. Cape Town is the first city to do it and eventually, if we get it right, will transform low income housing delivery across the country. The most important thing we have done so far and probably the most important thing we will do! It got 4 inches of coverage in Die Burger newspaper, some nice coverage in the Argus - but certainly none on SABC TV. They weren't interested in coming out to Mitchells Plain to cover that very, very important story from where we were driving it.

We are very pleased with the rate of delivery. We are extremely pleased with the communication between us, as members of the multi-party government. The area where we are not doing so well is in the communication between people who sit on the multi-party government and our various political principles outside that

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government. So while we are agreeing and driving our programme forward, it is very difficult for political principle in Pretoria or



the Eastern Cape or wherever, to understand precisely how we are strategizing, formulating policies and plans and delivering.

I have an entire list here which takes more than an A4 page in point form of the things that we have done together. Today was a particularly good day and I wish to say that I am cautiously optimistic about the prospects of this coalition. I will never be gung ho about it because so many things can go wrong. But our greatest point of vulnerability lies not in the relationship between the parties in the coalition but lies in the vulnerability, tensions and problems within the component parties. So if there is a major clash within, for example, the African Muslim Party, with some of their members trying to oust their public representatives in the City Council and get

Anthea Houston

Thank you very much for the opportunity to participate in the debate this evening. I am going to be brief because I think it is important that we get to the point and I am happy to say that it is points that we have raised previously with the Mayor during last year and then also with the Minister. So it is nothing new for them but it is points that we would like to get into.

The question here that we should be debating or that we are debating this evening is the merits of the coalition government and its likely impact and challenges for service delivery. From where we sit we think that a coalition government

them out, if that internal conflict manages to get them out even through fraudulent means as they did attempt do, it has huge implications for the entire government. So the risk does not so much lie between us, in the multi-party government, because we all realise how dependent we are on each other to drive our programme. The risk really lies in the vulnerability of the individual parties. But we all realise what an historic mission we have to play in South Africa. We are all absolutely committed to delivery to all of the people of Cape Town, we all would very much like to stabilise the multi-party government and we all hope that in 5 years time we will look back after 5 years of co-operative work amongst each other and with the province, and realise that we made a significant contribution to sustainable democracy in South Africa.

or multi-party government can be beneficial on some level if it represents the interests of the entire electorate. We can start at a local government level moving away from the vast extent of patronage that we see in service delivery and it is not intended to be there but we know it is there.

Minister Dyantyi spent a lot of time trying to nip it in the bud when he finds it but we know that it happens and it comes all the way from apartheid days. So it is not an ANC problem. It is a problem that is deep rooted and that needs to be weeded out. But we think if we are in a multiparty situation that we in a better position to



ensure that there is less patronage and there is more action in the interests of the common good. We also think that issues can then be taken and studied at their merit and decisions can be taken on merit and not just on pure party interest.

However, our analysis tells us that this is not the scenario we have in Cape Town at the moment. We have a coalition government in Cape Town comprising of one major political party and several other parties, many of them small parties and many of them 1 seat parties in a council that has hundreds of seats. So we have a coalition of minorities and apart from the DA we are talking about parties that the people didn't choose. If all the people were gathered here now and we separated them into parties, if we could separate the millions of the people then, we have literally millions standing on one side not represented by the coalition government. This is a cause of concern for us. We think that it creates an operating paradigm that is not reflective of the interests of all voters. Granted the DA got the majority of votes or the largest number of votes, but notwithstanding that, we are talking about 49% of the electorate struggling to get their interests catered for and this is one of the challenges we think the coalition government will face.

A second challenge is the tenuous nature of the coalition as the Mayor alluded to in her input. A majority of 1 vote! We imagine the problems this is likely to generate in terms of delivery and delivery programmes. On a

given day, if someone is absent, entire programmes can be shifted and moved and axed in all kinds of directions because it creates for a very fluid situation. Again - not in the interests of the electorate. The electorate wants to see stability in government, consistency, wants to see programmes put in place, implemented, followed through, evaluated, improved and so we think there is concern.

Lastly, a challenge around the substantive nature of the bipolar voting behaviour of the electorate. The fact that people are voting for various parties should mean that we have a government that represents all these parties taking decisions, so that if I voted for the one seat party I know that my voice is heard. My voice is not marginalised, it is heard. At the moment we have a situation where 49% of the electorate's voice is marginalised. That is not good for governance but standing here this evening representing a practical organisation, which is what Development Action Group is, we are less concerned about the technicalities of how this thing is constructed. We are more concerned with the second part of the debate and that the challenges for service delivery and in fact how we understand service delivery.

The reality is that Cape Town has a growing and deepening poverty whilst at the same time we have a booming economy. This is a challenge for any local government anywhere in the world. If this is the scenario you find yourself in, you are scratching your head trying to find



solutions. It is even more challenging given the coalition government that we have in Cape Town. Perhaps interesting to consider is what the critical issue for delivery has been? Has it been the political decision making process or has it been at the level of implementation? Is it the strategies, the priorities of parties or of governments? Or is it in the implementation, in the rolling out of programmes, in the making things happen?

We did a bit of an analysis just before the local government elections and we were looking at various party manifestos and it was getting really difficult to tell what was what. Who was saying what? Anyone who tried to vote might have had the same problem. If you looked just on paper, everyone was standing for the same thing, everyone was representing the interests of the poor, and everyone was for democracy, transparency, against corruption, against violence against women, for job creation, against poverty, against unemployment. It is really only when we start looking at the value base and we start looking at the personalities and their track record, then you start shaping a different picture. But if we take them at their word and we look at strategy only and we look at the things that parties espouse, then they are more or less all saying the same thing.

So then how do we judge delivery? When we look at the priorities we start to see things diverging and we know that the priorities are going to be different. The priorities for the ANC will differ from that

of the DA, will differ from that of the ID, will differ from that of the Africa Muslim Party and so on - despite the words written in their manifestos. It stands to follow then that the programmes are going to differ and the implementation is going to differ. It is at this very level of programme and implementation that we have had our biggest challenges.

We think it is important to understand service delivery and the methods that are used and what a multi-party government can do, if anything, that is new and interesting in addressing these challenges. Really, we think that something interesting becomes possible in a multi-party scenario. The City of Cape Town has a fairly reasonable track record as municipalities go. It has done a fairly good job in delivering services, despite everything that we may read in the Cape Times every week. We have managed to get water to communities, we have managed to get electricity out, we dispose of our refuse, we are maintaining roads and we are running libraries, clinics. Things have been happening and have continued to happen

... government that works hand in hand with the community, to tackle its challenges and solve its problems...

over the last couple of months under the DA lead government. This is more than we said for most municipalities in the country. It is even more that can be said for some



municipalities in our province, so we don't have a bad track record.

But there has been a trend nationally to see service delivery as only these things - as delivering products to people. We forget that policy speaks of a developmental local government. It calls on us to take a different approach to the delivery of services. It talks about a government that works hand in hand with the community, to tackle its challenges and solve its problems. Now, when we start grappling with the question of the developmental local government, we can start grappling with the challenge of the deepening and the growing poverty whilst we have a booming economy in the city. If we don't become more developmental in our approach we will continue to see the economy boom and people dying of starvation and living in squalor inside Khayelitsha. These things and the trends in the world tell us that they will persist unless we change the way we do our business.

So, this is really where we think interesting possibilities are created through a multi-party scenario at a local government level. Now for the first time we have an interest on the part of politicians to talk not only about narrow party political interest, not about scoring cheap points over the other party but to talk about how do we work together across party lines to start delivering to people in the communities and if we can start forging partnerships beyond party lines we are hoping from the development action group, that we can

start to say "let's forge partnerships with communities at the same time".

We have spoken about the economy booming and people starving. But there is another thing happening in the City of Cape Town and in other parts of the country. The economy is booming, people are starving and dying of poverty, but at the same time poor people are rolling up their sleeves and tackling the development challenges that face us. In Netreg in Bonteheuwel, in Freedom Park in Tafelsig, in Wallacedene, in Emizamiyetu, you can find ordinary people who have said there are subsidies flowing all the way from national minister, through the province, through the city to us, but we won't let it stop there. We will save. We will roll up our sleeves, we will build our own houses, we will become active citizens, and we will work with government. We need more and more of that, but we also need an environment that asks communities for that, that not only pushes communities away. As we are seeing on the N2 where it is saying to people "wait, we are busy building houses; wait, we are busy figuring out how to allocate; wait, wait wait".

This has been the message and we are hoping that the multi-party government situation, that the opportunities created by it, that the real opportunity to actually work across party lines, across the interests of parties, across government and community lines, to work together that starts to create a different culture of not saying "wait" but in fact saying "come forward. "Come let us work together in



partnership and solve problems” and not score easy political points. Someone said earlier from the floor that politics in Cape Town there is a political footbaling going on around service delivery and nowhere can we find a better example than if you look to housing to see how communities fall in and out of favour, depending on who is governing, who is in the drivers seat at a given point in time. It is just completely missing the plot.

We have already now a fairly, or a growing level of disillusionment amongst our electorate. We were worried about who was going to come to the polls and we must continue to be worrying because there is a national election around the corner and then there is a local government election, and then there are 29 by-elections as the Western Cape will always have. So what we must do is work every day to deliver services to people. I asked my colleagues whether I am just going to sound like a preacher on a soap box to ask this of politicians because of course politicians do not deliver everyday and work everyday as if there is an election tomorrow but that is my job, to preach from the soap box and to ask what communities are asking and they have asked this by spreading their votes as widely as possible. They are saying work together and deliver services to all of us - not some of us. Not only ANC supporters, not only DA supporters, not only ID supporters. We are all here and we are all struggling to find a way so really I think this is the biggest challenge is the response to that voice. It is a challenge for those in the

coalition and it is a challenge for those outside of the coalition. We then look at what these parties stand for, we see that they are all standing for are the interests of those same poor people, whether it is the poor Muslim people, or the poor Christian people, or the poor ANC supporters or the poor ID supporters. Really all these people want the same things so it is unfortunate that the Mayor isn't hear to hear it, but I know that Belinda [Cllr Belinda Walker - DA] will take the message back home.

Really what we are saying is that in a multiparty government situation we would like to see a sit down that says: “how do we develop a long term vision and a long term plan for the City of Cape Town”? I dare you Mayor Zille in your absence... I dare you to put a plan on the table that spans beyond your lifespan as a politician in the mayoral seat. I dare Minister Dyantyi the same. The term of office is now shorter than that of the mayor. But we dare you to say here is a 10 year vision for the City, here is a 20 year vision for the City, and here is how we are going to create wealth for everyone in the City and contract across parties, contract

... I dare you to put a plan on the table that spans beyond your lifespan as a politician ...

with the people. Let that be a public thing. Let that be a collaborative effort and let us hold you to that. Let that be what decides who goes to the polls and who they vote for at the end of the day. Not the one or two



single communities who you have managed to service.

And so, I think, for me the final challenge is how one would pull that off with the ANC and the ID and 49% of the electorate standing outside of government in the City of Cape Town. What hopes do we have that this is a truly multi-party coalition or truly

MEC Richard Dyantyi

I thought that I want to start this discussion by saying something that should be obvious to you, something that is also your own creation as you sitting here. I am going to be speaking about a coalition in Cape Town. But because I am an MEC for Local Government and Housing in the Western Cape, I thought it would be important to share one or two thoughts with you about the provincial context.

The elections that we have just had, has have given us a particular product. Out of 13 municipalities that we had, only 4 municipalities were won outright. Everything else is a scrambled egg.

I want to make the point that coalitions themselves would not necessarily imply poor governance or bad service delivery ...

Everything else has got to be negotiated. There are going to be deals struck and arrangements to be made. Now that is the

multi-party government when it looks more like it is a government against the ANC. It is a coalition against the ANC as opposed to a multi-party government to accomplish the very things Mayor Zille was describing at the start of her address this evening. We need to accomplish the level of non-partisan delivery that we should really be asking for and that we all desire.

portfolio that I am driving. That is what is a challenge to me in the province and perhaps, if you think that is not enough, I also want to share another thought. You have 10 of those municipalities where the ANC governs with the ID. They work together - 10 out of those. In 4 of those you have got the Democratic Alliance governing with the ID. In 7 of those you have the ANC governing with the DA. If you go to Knysna, the DA governs with the ANC. If you go to the Central Karoo, Beaufort West, Laingsburg and Prince Albert, the ANC governs with the DA. The message that I am trying to make is that everybody works with everybody here.

So what is the issue about? I am throwing that question to you. I thought that I would make that kind of scenario in the context to just draw that picture for you and perhaps to move further and get into the politics of the coalition. I think the question that you have asked us to respond to is the Cape Town coalition, is it a bad thing or a blessing? I think it is neither of those. I think it is a challenge. It is a challenge in



Cape Town as it would be a challenge all over this province. But I think I want to make the point that coalitions themselves would not necessarily imply poor governance or bad service delivery.

Before I would talk about examples in the world, let me start here in the Western Cape. This provincial government has got the level of stability with direction and a very clear vision about a home for all. Before the previous election in 2004 it was a coalition between the NNP and the ANC. You can judge whether it worked or did not work. And you talk about examples of the kind of coalitions. You would have coalitions in countries like Israel, Italy, France and many of these coalitions are usually clusters. So either it is going to be a group of left people in their thinking or a group of right people, what you call right-wingers and whatever. They will group themselves in terms of those kinds of ideologies in the way they work. But also in my view, there is no doubt that coalitions can compromise quick delivery and decisive action.

There are a number of scenarios that I want to paint to you about coalitions in government. One can speak about co-operation scenarios in terms of coalition. Such a coalition can be viewed as a best case scenario because in that coalition you have diverse views which reflect diverse constituents. With those views accommodated in a particular framework they work.

You could also have another scenario of coalition which I would call the “lowest common denominator” scenario which is a coalition that represents very diverse views. Of course they are difficult to reconcile and there are no mechanisms to manage those views. Some of the consequences that you can get out of such a coalition, for example, would be the issue of slow decision making processes and I can attest to that. When I was an MEC wanting to ensure that something was established by a certain date in terms of the law, others were phoning me, saying we had not concluded our negotiations. They were asking for more time and I could not budge because you have things to do by a certain time. In such a coalition everybody wants to be on board. Everybody has to be counted and that can harm service delivery.

And you can have what you call decision paralysis in the process. I think it is something that we need to guard against. A consequence of that is that it is difficult to move consistently in one policy direction and difficult to have significant shifts in policy or implementation. You end up having diluted policies and status quo might be maintained.

The fourth scenario would be an interesting one and I want to give it a name in our context. That scenario is called a hijack scenario. This happens when there are a number of very small parties. One or more of these can hold an entire coalition to ransom and have a significant impact on key policy decisions, issues of implementation. I



am not sure whether you want me to vouch into this or whether you would want to think about our own scenario. Where does Cape Town fit into this? I would argue as well that it is a hijack scenario but it might also constitute another scenario that I have spoken about here, depending on how you deal with it.

Which scenario prevails, therefore, depends on the nature of the coalition and how that coalition is managed. It is really about leadership. If within that coalition you do not have the ability to work together, it can fall at any time. There was this argument as councils were set up, that I needed to change the type of municipality. I needed to move them from an executive mayoral system into an executive collective system. Whatever you put in can only survive if people are going to prevail in their leadership abilities because a type of system on its own is never going to work. It is about who drives it and who leads that type of system.

Let me also remind you that, I think, what we are talking about is a product of elections - it is you voters that have given us this product. The fact that we have a scrambled egg - that is how you voted or not voted. So, it is your product. I am not sure whether the voters are giving us some kind of significant message about what needs to happen. So as we move on and as we grapple with these things we have to think about those kinds of things and it is not just something that is just imposed and thrown on us. It is how you decide or not

decide in terms of your own participation in the elections.

There are some questions that we might want to ask within this kind of coalition. Are the partners in the coalition stable? Does each partner have a solid governing structure where it comes from? In a situation where parties have only been born during elections, where are they going to get governing structures and stability from? You are not going to get it, because you get that through time and experience. The fact that you became a party born out of elections does not necessarily mean that you have been bad.

The Cape Town coalition, as far as I am concerned, consists of one large party. In this context it is the DA and several smaller parties. I have already made the point that some of those parties are quite new and would not have some of these consultation processes and governing structures. I think that lends itself to inherent instability even

What we are talking about is a product of elections - it is you voters that have given us this product

before you start doing anything. But there will also be inherent instability if it is not well managed. To succeed in that scenario, it is important that the coalition must establish broad principles and a mandate within which the leadership can work. Later on I am going to tell you about my interest as an MEC for Local Government



and Housing. I work as if they are going to exist for 5 years but I know that the recipe, that we have or the product that we have, is a recipe for short term measures. I tell you why I am making that point. Many of the people who are in those coalitions do not know whether they will be there tomorrow. So in a way, they take decisions about today. It is not about tomorrow. The future implications are not necessarily looked at because you might not be there tomorrow and therefore go for it. That is one recipe that you would have which is about short term measures in the way those kinds of coalitions can do things.

I have made a point about broad principles to be established. I think the coalition should also ensure that the administration of the city is characterized by stability and administrative continuity. I think Mayor Zille, if she was here, would listen carefully so that she knows what goes on in my head about some of these issues. The outcome that we have to talk about is not who occupies what seat. It is not who is the mayor, who the speaker, who is the mayoral member for that. It is really about those people who stood 3 to 4 hours in a queue voting. They voted for certain things that are definite in their minds. There was a possibility of us losing that focus and even in engaging in this debate and talking about the architecture of the coalition itself and not going beyond about exactly what has to be done - that is a key question. As far as I am concerned I would not have come here if it was not important to me.

Where I am sitting, I play an oversight role to all municipalities. I have an obligation to mentor that these municipalities are doing certain things in order to help the electorate. Whether a coalition in Cape Town or Plettenberg Bay - led by this or that - there is a particular framework for all these municipalities in the province. There are certain key issues that all of them have to do. It does not matter who leads what, there is a programme.

We have to be hands-on in support of all these municipalities and there are 5 key preference areas that I am looking at.

So, firstly, when I go to Khayelitsha, people of this area must stop relieving themselves right on the N2 - on the road, simply because they do not have services.

It really has got to be about looking at those municipalities and seeing that these municipalities know how they manage their finances. It should be viable and sustainable finances. There is no looting of people's finances in all of this. That is the second key important issue.

Thirdly, it is about issues of good governance and public participation. I am saying, it does not matter who rules that coalition or who controls it. There are certain outcomes that must be achieved and all of these municipalities in this province are going to be judged against those kinds of criteria.

Fourthly, there is the issue of institutional development and transformation that I am going to be watching. Three weeks ago I



met with all the Mayors. You have a situation in this province where about 15 municipal managers are in acting position. If your municipal manager, who is supposed to be an accounting officer of that municipality, is acting, then you are bringing uncertainty. The directive that I have issued states, that that by the 1st July there would have no municipality in this province that is going to have an acting municipal manager. All of them have got to have permanently employed municipal managers. Now, the consideration is not who is in this coalition and who runs it. It is about the kind of programme that we put in place that must be implemented. And to take your [Anthea's] point - it is about planning beyond a 5 year term. People have got to plan beyond their election term. Your right, my sell by date is not even 3 years, it is 2 years. So by the end of 2 years there is going to be a programme.

The fifth area that one would be interested in, as one of these five key preference areas, is the issue of local economic development that you call LED. We promote this entrepreneurial spirit of our people because we cannot have high levels of unemployment. I am driving houses. We are able to build houses for people, they get into houses and they do not have money and they get into this very big queue again. So, we have to have this combination of things in the way we lead our people and the way we work with them. There is some serious stuff that we need to think about. There is no honeymoon. There is a price to

be paid for being a mayor, for being a speaker, for being in that leadership.

Let us go beyond who occupies what position. Let us extend the debate to what comes out of and who runs what municipality. There is a framework that has to be done. We want to ensure that it happens throughout these municipalities. We have just spent three and a half weeks on the road meeting with all these 30 municipalities. We finished that process on Monday with the City of Cape Town. We would spend 3 to 5 hours per day for each municipality starting from 8 up to 9 o'clock and we were talking about just two main things: how they integrated development planning and local economic development planning to their budget and the financial health of each of those municipalities. We wanted to know whether they have got the kind of investment that can enable them to do borrowings and all other things. Are they building their revenue?

I am an MEC coming from a particular party. I come from the ANC, but I am the MEC for Local Government and Housing in this Province and I want to drive a programme that is going to ensure that the poor in this province receive their worth. That is what I would want to leave with, as I move from one corner to the other of this Province. I think the priority has got to be us leading our people. There are certain things that we are not going to agree with Mayor Zille because of where we are coming from. But there has got to be a point where certain things must unite us going forward - it is the



plight of the poor. We have to ensure that it does not get compromised by the petty politic bickering that you are talking about.

Due to space restriction we have left out the question and answer session in this transcript. If you would like it to be emailed to you please email Katja Schramm on katja@ddpcapetown.org.za . We also appreciate any comments you might have.