



**EXPLORING THE ROLE OF INTERGOVERNMENTAL RELATIONS IN
PROMOTING SERVICE DELIVERY IN COMMUNITIES: A CASE STUDY OF THE
WEST RAND DISTRICT MUNICIPALITY**

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by

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DECLARATION

I, Sphiwe Gift Hobyane, student number 1758264, hereby declare that this report titled “Exploring the role of intergovernmental relations in promoting service delivery in communities: A case study of the West Rand District Municipality” submitted at the University of the Witwatersrand for the Master of Arts degree in the field of Social Development has never been previously submitted by me at any other institution, that this is my own designed and executed work, and that external information therein has been properly acknowledged.



Sphiwe Gift Hobyane

15 March 2024

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ABSTRACT

Intergovernmental Relations play a crucial role in the provision of service delivery in communities. This study assesses the role of intergovernmental relations in promoting service delivery in the West Rand District Municipality, and whether it is effective. This determination is made by assessing the progress made through the existing intergovernmental relations and the challenges facing the service delivery implementers in the municipality. Hence, the poor service delivery in that Municipality. This study used a qualitative approach to assess the state of Intergovernmental Relations (IGR) in the municipality based on the participants' understandings. This study used a case study research design. Due to the qualitative character of the study, non-probability was used as a sampling procedure. The study used interviews as a research instrument for data collection. The study used one-on-one semi-structured interviews and the study population was made up of 16 participants: six (6) employees within the West Rand District Municipality, five (5) employees from the Gauteng Office of The Premier, and five (5) from the Gauteng Department of Cooperative Governance and Traditional Affairs. The collected data was then analysed through a thematic method. This method revealed that the biggest challenges include lack of skills and capacity, lack of functionality in IGR structures, lack of coordination and communication between officials, lack of public participation, lack of transformative, and financial constraints. In this regard, this study found that the implementation of intergovernmental strategies in the West Rand District Municipality has been very minimal, if not non-existent. The study highlighted the challenges and experiences shared by the participants, offering recommendations that can be utilised to strengthen IGR in the West Rand District Municipality. This will contribute to the effective and efficient formulation and implementation of policies aimed at improving service delivery in communities.

Keywords: intergovernmental relations, service delivery, cooperative government, public policy

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CHAPTER ONE

THE OVERVIEW/ INTRODUCTION

1.1 Introduction and Background to the study

Intergovernmental Relations (IGR) has been defined as a dynamic concept that depicts the interdependence among government organisation (Krane & Wright, 2018). The historical background of Intergovernmental Relations (IGR) is largely associated with the United States (US) and is mostly used in the context of government systems (Lowatcharin, Crumpton, & Pacharoen, 2019). IGR was developed in response to socio-economic dynamics and shifts in important political elements including electoral systems and parties (Krane & Wright, 2018). Hegele (2018) adds that trends affecting most states have created a need for increased coordination between the levels of government. In the US, the invention of IGR has been the responsibility of legislators and has been used by public officials to solve important public issues (Krane & Wright, 2018). Although the idea of IGR originated in the US in the 1930s and was first implemented in 1953, it was then adopted by other countries such as Canada, United Kingdom (UK), Europe, and China, and later introduced to Africa by the British colonial masters (Bello, 2014). However, Lowatcharin et al. (2019) argue that globally, the IGR system has faced difficulties in dealing with the implications for public policy and service delivery issues. McEwen (2021) points out that IGR in the UK are often loosely institutionalised, with no statutory grounding, formal regulations, or independent secretariat, and meetings are only conducted on an ad hoc basis. Fessha (2021) argues that the African IGR system ignores other power centres that support intergovernmental interactions, where countries focus more on executive interaction while the public is neglected.

Furthermore, the Sustainable Development Goals encourage the Intergovernmental Relations (IGR) approach in service delivery (United Nations, 2021). This has resulted in the establishment of a universal political intergovernmental forum aiming at strengthening frameworks and promoting effective, accountable, and inclusive institutions at all levels (Intergovernmental Relations Framework Act, 2005). Similarly, the African Union also encourages the IGR approach by promoting collaboration with all state institutions at all levels (Krane & Wright, 2018). However, despite these recommendations, Africa still lacks in the

implementation of IGR for effective service delivery as several African communities remain underdeveloped (Haurovi, 2012).

Intergovernmental Relations (IGR) play an imperative role in improving service delivery in communities where all the spheres of government are actively involved and share the same goal (Nealer, Khumalo, & Ubisi, 2019). This is in line with the principles of cooperative government as stipulated in the constitution.

The 1994 democratic attainment in South Africa substituted the previous constitution with the new Constitution of the Republic of South Africa (1996) which advocates for working synergy between government institutions. Specifically, Section 41 of the Constitution (1996) stipulates that all spheres of government and all state institutions within each sphere must exercise their powers and functions in a way that does not jeopardise the functional or institutional integrity of government in another sphere.

According to Haurovi (2012), a new system of Intergovernmental Relations was introduced to ensure cooperative government between the three spheres of government, namely, national, provincial, and local governments. This was followed by the introduction of new laws and policy documents, emphasising the necessity of cooperative government, intergovernmental cooperation, and the avoidance of intergovernmental conflicts (Hauvori, 2012). These legislations include the Intergovernmental Relations Framework Act (IGRFA) and the Intergovernmental Fiscal Relations Act (IGFRA). In addition, these legislative framework principles guide the functions and powers of the three spheres of government (Nganje, 2015).

Malan (2005) notes that South Africa's Intergovernmental Relations (IGR) system of cooperative governance is fast evolving because of the statutory commitment by various spheres of government to implement IGR principles. However, the study of Ile (2010) revealed that South Africa still lacks a strong IGR system, and that impedes service delivery, especially among municipalities. The incidents of service delivery protests in communities might be an indication that there are flaws in the South African IGR system (Tau, 2015). Zulu (2014) argues that the delegation of functions to other spheres of government lacks appropriate cooperative governance. On the same note, the latter adds a burden to the already difficult fundamental service delivery requirements of local government. Other studies highlight that the lack of support from the provincial government to the local government leads to poor service delivery

(Malan, 2005; Nealer et al., 2019; & Munzhedzi, 2021). Therefore, the impact of an inefficient IGR system not only undermines the cooperative government's goals and intentions, but also jeopardises the basic foundations of local economic development (Biyela, Nzimakwe, Mthuli, & Khambule, 2018). This is evident in the West Rand District Municipality (WRDM) which has been battling with a lack of service delivery, leading communities to resort to protest. Nealer et al. (2019) lament that both the national and provincial spheres of government fail to provide support to the local sphere which resulted in poor capacity to effectively implement Intergovernmental Relations (IGR) programmes among local spheres. It is, therefore, imperative to assess and determine the challenges that are hindering the effective implementation of IGR in the WRDM.

1.2 Statement of the problem and rationale for the study

For more than two decades, the South African government has strived to tackle poverty and inequality with wide-ranging programmes and initiatives, including the utilisation of fiscal policy to provide for redistributive measures (Nealer, 2019). The backbone of all these efforts can be drawn back to the Reconstruction and Development Programme (RDP) of 1994, which recognised the reduction of poverty as a central goal (World Bank Group, 2018:01). Several other policy frameworks have been introduced with such a determination, which include Growth Employment and Redistribution (GEAR); Accelerated and Shared Growth Initiatives (ASGISA), and New Growth Plan (NGP). Currently, the National Development Plan (NDP) 2030 (2012) is the successor of the above framework which is the broader plan that seeks to eradicate poverty and lessen inequality. Despite the plethora of policy initiatives, lack of access to basic services is still a major challenge in South Africa (Malan, 2005). Wasserman et al. (2018) add that poor service delivery is rapidly rising in South Africa with high levels of unemployment, lack of provision of essential services of healthcare, housing, clean water and sanitation, and electricity.

The above background begs the question of the role of Intergovernmental Relations (IGR) as a coordinator to help the spheres of government execute projects for improved service delivery. Diverse literature corroborates the above suspicion that the success of the earlier-mentioned policies has been delayed by the weak implementation of IGR (Chikulo, 2013). Tafeni and Mngomezulu (2022) also add that the lack of service delivery is due to the government and municipalities' inadequate coordination and implementation of policies and structures. South

African municipalities continue to be characterised by the lack of essential municipal and socio-economic services for their inhabitants (Tafeni & Mngomezulu, 2022). The procedures for coordinating service delivery through IGR are haphazard and lack institutional clarity (Malan, 2005). This has resulted in poor implementation of service delivery programmes (Malan, 2005). Munzhedzi (2021) believes that the top-down approach contributes to the continued failures in terms of implementing intergovernmental programs and initiatives. In practice, the government fails to properly consult the community during the formulation and implementation of policy and service delivery (Munzhedzi, 2021). This contributes to poor decision making and lack of service delivery. Despite these challenges, IGR is imperative for improving service delivery as stipulated by the South African Constitution and Sustainable Development Goals (SDGs) (Tafeni & Mngomezulu, 2022). Furthermore, the orthodox evidence suggests that an IGR system is necessary to enhance cooperative governance between the spheres of government (Malan, 2012). However, the ineffective deliverance of basic services currently facing the WRDM and its local municipalities such as Merafong, Rand West, and Mogale, reveals that there is a gap in implementing IGR legislative frameworks (Ngwenya, 2019). It is, therefore, important to assess the gaps associated with IGR in promoting service delivery in the district. Additionally, the study explores challenges concerning the implementation of IGR in the WRDM.

1.3 Aim(s) and objectives of the study

The study aims to explore the role of Intergovernmental Relations in promoting service delivery at West Rand District Municipality.

Objectives of the study are stated as follows:

- To determine the role of Intergovernmental Relations that promote service delivery in West Rand District Municipality
- To assess the monitoring system of Intergovernmental Relations from local, provincial, and national
- To identify the challenges affecting the implementation of Intergovernmental Relations strategies in West Rand District Municipality
- To recommend mechanisms that facilitate the implementation of Intergovernmental

Relations strategies to promote service delivery in West Rand District Municipality.

1.4 Research questions

The primary research question, which serves as the foundation for this study, is presented as follows:

- How is the implementation of Intergovernmental Relations in promoting service delivery in West Rand District Municipality?
- What are the challenges affecting the Intergovernmental Relations process in the West Rand District Municipality?

1.5 Definition of key concepts of the study

The theoretical key terms used in the study are briefly defined below and the provided definitions will inform this study.

1.5.1 Intergovernmental Relations

Intergovernmental Relations (IGR) is defined by Thornhill, Van Dijk, and Ille (2014) as the layout of several formal and informal practices, structures, and institutional arrangements for consensual and joint interaction within and among the tiers of government in the form of bilateral and multilateral engagements. This is in line with Ile's (2010) view that IGR is a system that comprises facilitative mechanisms and relationships that allow the units of government to successfully cooperate and carry out mandates in order to accomplish governmental goals. In other words, IGR seeks to hold all spheres of government to achieve a common goal, which is the provision of service delivery in communities. This is in line with the purpose of the study which seeks to assess the role of IGR in the local sphere.

1.5.2 Cooperative Government

Mhone and Edigheji (2003) defined South Africa's cooperative government as the collaboration among the three tiers of government obliging each level of government to accomplish a specific role and providing greater legitimacy to autonomous administrations,

including their policies, and strategies, which are outcomes of agreements, cooperation, and concession. Section 41(h) of the Republic of South Africa Constitution (1996) states that for the objectives of the country to be accomplished, all spheres are required to cooperate with each other. This definition makes it clear that all spheres of government and all organs of state are guided by the concept of cooperative government and the principles of Intergovernmental Relations (IGR).

1.5.3 Public Policy

According to Cloete, De Coning, Rabie, and Wissink (2018), public policy refers to a formally legislated goal that aims at addressing society's needs. Cloete et al. (2018) add that public policy is a public sector statement or programme of action which provides normative goals and strategies aiming at addressing the needs of society. This is relevant to the study, as public policy aims to address societal issues by identifying appropriate measures to tackle economic, environmental, and social problems. Understanding the concept of public policy is crucial, as the study focuses on the public sector, which is responsible for policymaking and program implementation.

1.5.4 Policy Implementation

According to Birkland (2016), Policy implementation refers to the actions taken by the government after a policy has been formulated. Policy implementation involves all the actions by public officials that are aimed at the attainment of strategic objectives outlined in preceding policy engagements (Van Meter & Van Horn, 1974). Policy implementation is a process of multifaceted proposals among different government actors with the main aim of reaching an agreement (Matland, 1995). This is the stage whereby policy projects or activities are carried out to achieve policy objectives. Therefore, understanding the nature of policy implementation is crucial because the study focuses on assessing the role of Intergovernmental Relations, which necessitates investigating the effectiveness of policy implementation processes in the West Rand District and provincial government.

1.5.5 Local Government

According to Birkland (2016), the term "local government" refers to the administration of a particular locality or geographic area by an elected body of representatives. The purpose of local government is to provide services to the people who live in a particular area, such as a city, town, village, or country. These services include Sanitation, transportation, water, houses, law enforcement, education, public works, and emergency services are just a few of the services (Birkland, 2016). Reddy (2016) states that in certain nations, local governments have a great deal of autonomy and are in charge of making choices that directly impact their citizens, however in other nations, local governments may only have a certain amount of power and functions. Similar to South Africa, the local government system is also guided by constitutional and legislative frameworks which stipulate the powers and responsibilities of local government. The definitions, therefore, provide insight into the role of local government which is in line with the study's focus.

1.5.6 Service Delivery

In the context of local government, service delivery refers to the provision of public goods, benefits, activities, and satisfactions by municipalities in an effort to improve the standard of living within their borders (Reddy, 2016). This is in line with the definition of the Constitution of the Republic of South Africa (1996) which refers to service delivery as a process whereby the local sphere of government provides basic needs to its local communities. To provide sustainable services to its citizens, a municipality must follow both legislative and policy frameworks. It is important to note that the effectiveness of public service delivery is largely dependent on three key factors: the three spheres of government, the distribution of resources, and legislative frameworks.

1.6 Overview of the research design and methodology

This study used a qualitative approach to assess the state of Intergovernmental Relations (IGR) in the municipality based on the participants' understandings. This study used a case study research design. The case of this study was drawn from West Rand District (WRDM) Municipality to investigate IGR challenges in the municipality. The service delivery protests that continue to confront the district necessitate an investigation into the role of

Intergovernmental Relations (IGR) in the WRDM. The study used interviews as a research instrument for data collection. The study used semi-structured interviews and the study sample was made out of 16 participants: six (6) employees within the West Rand District Municipality, five (5) employees from the Gauteng Office of The Premier, and five (5) from the Gauteng Department of Cooperative Governance and Traditional Affairs.

1.7 Limitations and delimitations of the study

It was challenging to physically meet some participants in the research study due to their busy work schedules; however, telephonic interviews were considered. It was difficult to access official records about service delivery, the municipality officials were reluctant to make it public, fearing it could be used against the municipality by rival parties and jeopardise their careers if disclosed. Some participants refused to be audio recorded. Nonetheless, participants were assured of the protection of their identities and that their data would only be used with their permission. Similarly, obtaining a permission letter from the West Rand District Municipality was a lengthy process, contributing to the delay in data collection.

1.8 Scope of the study

In adhering to the study's ethical guidelines, the researcher focused on West Rand District Municipality, the Gauteng Office of the Premier, and the Gauteng Department of Cooperative Governance and Traditional Affairs as the study's context.

1.9 Chapter outline of the research report

Chapter one provides a thorough overview of the study, the problem statement and rationale for the study, the aims and objectives of the study, limitations and delimitations of the study, and the methodology used.

Chapter two discusses the context of the study by focusing on a thorough analysis of the literature on the subject of Intergovernmental Relations (IGR). The literature review covers the existing global and local IGR policies and legislations, current IGR structures, and the state of IGR in the West Rand District Municipality. In chapter two, a theoretical framework is also

developed to provide the perspective of the study and to assist with the interpretation of findings.

Chapter three of the study focuses on discussing the methodology followed in conducting the study. The methodology covers, the research approach, research design, population sample, data collection methods, data analysis methods, ethical considerations, limitations, and delimitation of the study.

Chapter four focuses on the presentation and discussion of findings from the collected data.

Chapter five provides the main findings, conclusions, and recommendations of the study.

1.10 Chapter Summary

Chapter one, as an introductory section of the study, has provided the background of the study which is to explore the role of Intergovernmental Relations in the West Rand District Municipality (WRDM). The chapter proceeded to touch on the problem statement and the rationale of the study. The chapter did not only outline the objectives and the research questions of the study, but it also clarified the key terms as well as the overview of the literature review and methodology. Additionally, all chapters of the research report were outlined within this chapter.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter provides a comprehensive review of the literature on Intergovernmental Relations. The section will analyse and discuss various literature sources to support the research. The researcher reviewed books, journal articles, government publications, and online sources to ensure the study is well-informed.

2.2 Global Intergovernmental Relations: Legislative & Policy Overview

Intergovernmental Relations (IGR) is guided by a variety of legislations and policies which provide mandates and regulations. Zhou (2016) stipulates that the People's Republic of China's IGR system is informed by the Intergovernmental Fiscal Relations Policy Framework. This framework guides the fiscal relationship between the three spheres of government which include central, provincial, and local spheres (Zhou, 2016). In Nigeria, IGR is provided for by the National Assembly Section 4(1) of the 1979, 1989, and 1999 Constitutions (Bello, 2014). The section elaborates on the relations between the central and local governments, where the former provides public finance to the latter to administer and provide service delivery (Bello, 2014).

Smoke and Whimp (2011) stipulate that in Kenya, the Intergovernmental Relations (IGR) system has been weak due to colonial policies, resulting in the introduction of the 2010 Constitution. Before the new Constitution, IGR was mainly coordinated by the central government, the local government reported to the national government and was only permitted to use its authority within the parameters set down by the national government (Simuyu, 2015). This constitution focuses on strengthening the role of local governments through uniting the divided provincial-district and local government systems and enhances the predictability and transparency of resource sharing amongst spheres of government (Smoke & Whip, 2011). It was, however, lamented that the new Constitution still fails to create an IGR system that fully responds to the challenges faced by local governments (Simuyu, 2015).

2.3 South Africa's Intergovernmental Relations Framework

Similar to other countries, in South Africa the IGR system is regulated by legislative and policy frameworks. The Intergovernmental Relations Framework Act (IGRFA) 13 2005 and the Constitution of the Republic of South Africa Act 108 of 1996, are regarded as the basic law that establishes the foundation for IGR (Munzhedzi, 2021). Chapter Three of the Constitution of South Africa (1996) highlights the South African government's division into three spheres of government which should be interrelated, interdependent, and distinct. These spheres consist of the national, provincial, and local governments. The Constitution proceeds to broadly stipulate the role and responsibilities of each sphere. The role of the national government is to coordinate and support both provincial and local governments, the provincial government is responsible for coordinating provincial affairs and supporting its municipalities, and municipalities are tasked to render effective and efficient services to their communities (Munzhedzi, 2021). Consequently, the Intergovernmental Relations Framework Act (2005) provides a framework for the three spheres of government to work together to promote and facilitate intergovernmental relations in the country. In other words, the IGRFA was developed to give effect to the principles of cooperative governance as stipulated in Chapter 3 of the Constitution.

The Intergovernmental Relations Framework Act (2005) was established to provide structures and institutions that would promote and facilitate intergovernmental relations. Furthermore, the Act provided for mechanisms and procedures that would allow for the settlement of intergovernmental disputes (IGRFA, 2005). The Act acknowledges the importance of municipalities, provincial COGTAs, and other stakeholders while placing the Premier in charge of overseeing intergovernmental relations throughout the province. Although the IGRFA provides guidelines on the coordination of IGR by each sphere of government, studies reveal that the Act does not clearly define the coordination of Intergovernmental Relations Structures. Mangwanya (2019) found that the Act addresses intergovernmental disputes, yet South Africa still struggles with a lack of coordination between the three spheres of government. This has inevitably had a negative impact on local government service delivery.

The Intergovernmental Fiscal Relations Act (1997) was established to deal with fiscal issues in the three spheres of government. The Act specifically outlines the following:

- To promote cooperation between the national, provincial and local spheres of government on fiscal, budgetary and financial matters;
- To prescribe a process for the determination of an equitable sharing and allocation of revenue raised nationally; and
- To provide for matters in connection therewith (IGFRA, 1997)

The review study of Hendrick (2017) highlights that the IGFRA is not sufficient due to its failure to deal with the fiscal challenges faced by the government, particularly the local sphere which is overly indebted. Hendrick (2017) further argues that the case study conducted in the Northern Cape Provincial Government indicates that South African local governments are dependent on transfers from both the national and provincial governments to provide goods and services to their population because they are unable to generate enough revenue on their own. In this regard, it is evident that poor service delivery stems not only from resource constraints but also from gaps in the fiscal Act regarding accountability measures for budget management and resource allocation.

The Municipal Structures Act (1998) serves as a legislative framework that provides for the establishment of municipalities in South Africa. The Act stipulates the powers and functions of municipalities. Similar to the Municipal Systems Act, the Act further promotes the necessity for district municipalities to cooperate with their local counterparts. This cooperation involves assisting and supporting each other to strengthen service delivery within the district. According to the Municipal Structures Act (1998), a district municipality is responsible, but not limited, to the following functions:

- Integrated development planning for the district municipality as a whole including a framework for integrated development plans for the local municipalities within the area of the district municipality, considering the 15 integrated development plans of those local municipalities
- Bulk supply of water, sanitation, and electricity, that affects a significant proportion of municipalities in the district
- Ensure equal distribution of resources in its local municipalities.

Although the Act stipulates the powers and functions of municipalities, Madumo (2012) argues that there is still no clear distinction of roles between politicians and administrators in line with the requirements of the Municipal Structures Act. As a result, it becomes difficult for municipalities to effectively render public services. Ndebele and Lavhelani (2017) point out that the amended Act advocates for the involvement of all stakeholders in decision-making processes, however, the government turns to omitting the community in these processes. Without the appropriate involvement of all the stakeholders in local communities, the local government system is doomed from the start.

The Municipal Systems Act (2000) is a framework established for the creation and application of municipal policies and processes. The Act seeks to advance accountability, openness, and good governance in municipal government. In terms of Chapter 2 of the Municipal Systems Act (2000), municipalities are required to use their legislative and executive powers within the framework of the cooperative government system outlined in Section 41 of the Constitution. As a result, the district municipality is required to collaborate with its local municipalities to efficient service delivery. Furthermore, the Municipal Systems Act states that the national and provincial governments are required to utilise their executive and legislative powers in a way that does not obstruct or undermine a municipality's capacity or entitlement to utilise its executive and legislative powers. In this regard, it is evident that the Act does not only promote cooperation between the three spheres of government, but it also focuses on strengthening the capacity of municipalities to enable them to carry out their respective mandates. Taaibosch and Van Niekerk (2017) lament that the lack of skills and shortage of municipal councillors hinder the performance of municipalities.

The purpose of the Municipal Finance Management Act (2003) is to modernise the financial management system and ensure accountability, define the relationship between spheres of government in terms of local government financial management as well as the supervisory and monitoring roles of provincial governments. The Act further stipulates that, by agreement, national and provincial governments must support local governments in enhancing their capacity for effective, transparent, and efficient financial management.

Section 36 of the Municipal Finance Management Act (2003) stipulates that the accounting officer of a national or provincial department and the accounting authority of a national or provincial public department in charge of the transfer of any proposed allocations to a

municipality, to maintain predictability and certainty regarding the sources and levels of intergovernmental funding for municipalities. This implies that the member of the “Executive Council (MEC) responsible for finance in a province must, to the extent possible, when tabling the national annual budget in the National Assembly or the provincial annual budget in the provincial legislature, make public particulars of any allocations due to each municipality in terms of that budget. including the amount to be transferred to the municipality during each of the next three financial years” (MFMA, 2003). Apart from inadequate resources to provide necessary services, unstable political environments, and insufficient financial oversight, one of the main issues confronting the South African public sector, especially local governments, is corruption and poor management (Mirugi-Mukundi, 2015). Munzhedzi (2013, as cited in Mirugi-Mukundi, 2015) also asserts that South Africa’s local government system is characterised by corruption, poor financial management, and lack of services.

The White Paper on Local Government (1998) requires that all spheres of government are obliged to observe the principles of cooperative government put forward by the Constitution. Ndebele and Lavhelani (2017) highlight that cooperative government assumes the integrity of each sphere of government, but it also recognises the complex nature of government in modern society. The WPLG (1998) indicates that no country today can effectively meet its challenges unless the components of government function collectively as a whole. It describes the role of the national and provincial governments to the local government as stipulated in the Constitution. It also outlines a few recent national laws and policies that have a direct influence on local governance and offers recommendations for how national, provincial, and local governments can collaborate to improve the efficiency of service delivery (WPLG, 1998). The White Paper also encourages provincial governments to support the promotion and maintenance of Intergovernmental Relations (IGR). As Ndebele and Lavhelani (2017) observe, the paper further urges local governments to create systems that guarantee public involvement in policy-making processes.

The National Development Plan (2013) advocates for a proactive approach to improving the coordination between the three spheres of government through a two-pronged method that distinguishes between routine and strategic coordination. The NDP suggests that coordination problems be broken down into specific issues which can be dealt with through horizontal coordination which would make it easier to build constructive working relationships at the level where they are needed. Where problems relate to implementation more than policy

formulation, then routine coordination is relevant. This requires that responsibility be delegated at appropriate levels, moving away from a hierarchical system where it is expected that all coordination agreements are formalised at the highest level. For those coordination problems that arise because of disagreements between departments or gaps that no department is dealing with, then high-level coordination needs to take place on such strategic issues. In such a situation, differentiation should be used to ensure a better fit between the capacity and responsibilities of provinces and municipalities (NDP, 2013).

According to Tapscott (2000), the Presidential Review Commission noted the lack of an effective co-ordinating structure at the national level while identifying the reasons impeding efficient coordination of IGR. This was supported by Tafeni and Mngomezulu (2022), arguing that the NDP is frequently disjointed and poorly coordinated due to weak central mechanism for coordination. For instance, at the provincial level, where administrative resources are more constrained and clear policy frameworks and routes for reporting are crucial, poor policy integration at the national level is worsened (Tapscott, 2000). As a result, most provinces lack the ability to plan and carry out multisectoral programs. Additionally, challenges in coordinating and synergizing IGR policies between government organisations lead to poor implementation of service delivery.

2.4 Mechanisms and structures of Intergovernmental Relations in South Africa

Despite the adoption of the Provincial IGR framework and its implementation tactics since the development of local government, South African municipalities are still characterised by a number of inadequate delivery of fundamental municipal and socioeconomic services to their inhabitants (Tafeni & Mngomezulu, 2022). The national government has set up a number of structures to encourage interactions between the various levels of government.

Ministers and Members of the Executive Council (MinMECs) as provided for by Section 9(1) of the Intergovernmental Relations Framework Act (2005), is a structure that consists of a Minister, Members of the Executive Councils (MECs), including representatives of organised labour, such as the South African Local Government Association (Tafeni & Mngomezulu, 2022). For instance, the Minister of Transport meets with MECs responsible for transport in all the provinces. The sectoral MinMEC Committees, which are made up of a national Minister

and MECs from each province, are another organization created to enhance communications between the national and provincial tiers.

In essence, as stipulated in the Intergovernmental Relations Framework Act (2005), the MinMEC is a consultative Intergovernmental Relations forum for a Cabinet member responsible for the functional area for which the MinMEC is established, among other things:

- Raise matters of national interest within that functional area with provincial governments and, if appropriate, organised local government to hear their views on those matters;
- Consult provincial governments and, if appropriate, organised local government on the development of national policy and legislation relating to matters affecting that functional area;
- Promote coordination and alignment within that functional area; and
- To discuss performance in the provision of services in order to detect failures and to initiate preventive or corrective action when necessary.

According to Kahn et al. (2011, in Koopa, 2016), as one of the most significant national IGR structures for promoting intergovernmental relations (IGR), Minister and Members of the Executive Council (MinMECs) forums are essential institutions for reaching group decisions on policy, planning, budget priorities, progress reviews, and interactions with stakeholders. As a result, any government department that wants to operate effectively must have access to these vital forums. However, the functionality of MinMECs is criticised by Koopa (2016) who argues that it is difficult for committee members such as the provincial and local government to take ownership of and subsequently carry out the decisions made by the MinMEC committee when there is a lack of collaborative decision-making. In other words, delays in decision-making negatively impact local governments' ability to deliver services.

In terms of provincial structures, one of the most important IGR provincial structures is the Premier's Coordination Forum (PCF), the establishment of the PCF is provided for under Section 16 of the Intergovernmental Relations Framework Act (2005). It is a structure that promotes and facilitates IGR between the province and local governments. This structure addresses high-level policy matters common to the three spheres of government. Specifically, the PCF facilitates coordination in influencing the implementation of policy and legislation,

addressing issues of strategic importance, including coherent governance, effective service provision, monitoring policy and legislation implementation, and realising national priorities and outcomes (IGRFA, 2005).

Section 21(1)(a) of the IGRFA (2005) makes provision for the Premier to establish a provincial intergovernmental forum for any specific functional area to promote and facilitate effective and efficient IGR between the province and local governments in the province. According to De Visser and De Visser (2019), the Gauteng Executive Council decided that the Members of the Executive Council should meet quarterly with their counterparts (Members of the Mayoral Committees) at local government. As a result, the Members of the Executive Council and Members of the Mayoral Committees (MEC/MMCs) Forum structure was formed. This forum is only limited to a specific portfolio, for instance, the MEC for Finance in the province will meet with MMCs for finance in all the municipalities to discuss fiscal matters. However, De Visser and De Visser (2019) argue that the main cause of poor delivery and provision of public services by the government and municipalities is the lack of coordination and structured development aimed at advancing regional economic and rural development.

According to the Intergovernmental Relations Framework Act (2005), the local government as a distinct sphere tasked with the provision of service delivery, the District Intergovernmental Forum (DIF) was established to strengthen the capacity of districts and its local municipalities. Section 26 of the IGRFA (2005) outlines the roles of DIF as follows:

- Drafting national laws and policies pertaining to issues influencing the district's local government interests;
- The implementation of national and provincial policy and legislation with respect to such matters in the district;
- Matters arising in the Premier's intergovernmental forum affecting the district;
- Mutual support in terms of section 88 of the Municipal Structures Act, 1998 (Act No. 117 of 1998);
- The provision of services in the district;
- Coherent planning and development in the district;
- The coordination and alignment of the strategic and performance plans and priorities, objectives, and strategies of the municipalities in the district.

In contrast with provincial forums, the DIF is responsible for strengthening relationships between the district municipality and the various local municipalities within the district (Shopola, 2022). However, the lack of collaboration between district municipalities results in poor communication and sharing of information regarding service delivery (Shopola & Mukonza, 2020). This implies that the lack of commitment between Executive Mayors and Municipal Mayors to convene District Forum meetings negatively impacts service delivery. In other words, the most contributing elements to the lack of integrated service delivery and planning amongst government institutions in South Africa are said to be the inefficiency or even nonexistence of several IGR forums.

2.5 Quality of Intergovernmental Relations in Africa

Despite the role played by the existing structures in the implementation of Intergovernmental Relations (IGR), Africa is still facing challenges in effectively implementing IGR. Bello (2014) points out that although Nigerian IGR institutions are crucial in managing conflict and strengthening relations, there are tensions that arise in the Nigerian federal due to the overlap of tasks between the spheres of government. This is similar to the South African IGR system which remains weak due to poor coordination (Krane & Wright, 2018). Tsako and Zandamela (2020) discovered that the South African IGR system is characterised by an unclear mandate, inadequate guiding principles, lack of capacity and management, and poor planning and coordination. Although the South African government has introduced uniform strategies such as the Integrated Development Plans (IDPs) to ensure alignment in local government, the implementation and monitoring of these strategies between the three spheres remain a challenge (Kuye & Ile, 2007). Ile (2010) further adds that poor coordination and implementation of IGR policies have resulted in a number of challenges. These challenges include non-compliance, non-adherence to the existing sectoral framework, weaknesses in the oversight function, lack of monitoring and evaluating of progress as well as poor communication (Ile, 2010).

According to Rieper and Toulemonde (2018), the different spheres of government in South Africa have competing policies that are sometimes aimed at the same groups or have similar goals. Furthermore, South Africa is also battling with IGR structures as IGR forums seem to be more consultative meetings than decision-making meetings, which delays service delivery

(Pieterse, 2020). In this sense, it is evident that the quality of the South African IGR system remains poor, and without interventions, the lack of service delivery will continue to escalate.

2.6 Challenges affecting Intergovernmental Relations in South Africa

Improvements in the implementation of Intergovernmental Relations (IGR) have been noted since the introduction of the Intergovernmental Relations Act 13 of 2005 (Malan, 2012). However, the country still faces challenges such as a lack of quality leadership, poor planning, inadequate coordination, limited capacity, and systemic issues (Malan, 2012). This is in line with Ile's (2010) view that the lack of leadership in the public service is due to the competition between political and administrative leadership. Similarly, Tsako and Zandamela (2020) argue that ineffective IGR and coordination are due to organisational culture, lack of capacity, and management. This has resulted in non-compliance and poor implementation of IGR programmes. Malan (2012) argues that weaknesses in monitoring, supporting, and intervening in IGR are also impacting the management of concurrent competencies across government spheres. Malan (2012) further suggests that the lack of participation by key stakeholders hampers the success of IGR. According to Shaidi (2013, as cited in Ubisi et al., 2019), municipalities face a significant challenge due to the insufficient oversight and monitoring support provided by the national and provincial governments. This lack of support results in non-progressive intergovernmental interactions and a lack of cooperative government, which ultimately contributes to the inadequate execution of IGR.

According to Ngwenya (2019), the district is experiencing difficulties in delivering services due to the current ineffective management and implementation techniques of IGR. The lack of management is a result of politicians being elected as managers based on popularity rather than their ability to perform (Mahuni, 2019). Political interference in local governments has a big impact on the quality of service delivery. For instance, the different factions within the ruling party, the African National Congress (ANC) in Gauteng, negatively affect the municipality's ability to deliver services efficiently and effectively (Lekaba, 2014). Municipal officials often prioritise the interests of the ruling party over fulfilling their duties according to the municipal's mandate due to the fear of losing their jobs (Lekaba, 2014). Additionally, literature studies have identified several other challenges such as inadequate IGR structures, insufficient public participation, lack of funding, poor organisational arrangements, top-down approach, and lack of communication (Munzhedzi, 2022). Munzhedzi further adds that Top-down theorists believe

that government policies and programs should be supported and executed at a central level, such as the national government. On the other hand, bottom-up theorists disagree with this approach, arguing that it is not always desirable (Munzhedzi, 2022). This is evident through concerns raised by municipalities about not being fully involved in the decision-making processes of the national government regarding service delivery (Cerna, 2013 as cited in Munzhedzi, 2022).

THEORETICAL FRAMEWORK

2.7 Political Systems Theory

This study utilises a political systems theory to examine the systems that exist in Intergovernmental Relations (IGR). According to Onyeukwu (2022), every political system operates in a complex network of interactions or relationships within the environment. The basic aspects of political systems theory consist of inputs, processes, outputs, and feedback, which are required for the execution and administration of public affairs (Fessah, 2021). Inputs refer to the service delivery issues raised by communities which are then processed by the government through their IGR systems to provide service delivery (output) to the community. The fundamental job of a political system is to solve social problems within its jurisdiction (Ahlers, Krichewsky, Moser, & Stichweh, 2021). Ahlers et al. further lament that “political systems and the decisions made within them are always and everywhere based on power” (Ahlers et al., 2021). Power, in this sense, serves as a medium of communication to influence the internal and external environments to accept certain decisions. Thus, it is imperative to consider the power relations within the IGR structures (Fessha, 2021). Power and political relations play a significant role in influencing the government’s IGR system, and therefore, cannot be isolated.

According to Jacobs (2016), the political systems perspective focuses on analysing the interaction between the various spheres of government, stakeholders, and the environment. In this sense, the political systems theory plays an important role in helping to better understand public administration and how the government operates as a system (Fessha, 2021). On IGR, political parties can have a significant impact. Notwithstanding what the statutory division of powers may suggest, national leaders may overpower and rule regional or state governments if

parties are highly centralised and hold both national and sub-national levels of authority (Phillimore, 2013).

Intergovernmental Relations (IGR) is crucial in any political system with multiple spheres of government. The political systems theory is, therefore, suitable for the study as the South African government is currently ruled by the leading political party that has the power to make policies. These policies are then monitored and implemented by the three spheres of government through IGR. Using the theory will help to analyse and describe the elements and interactions that exist in IGR. Additionally, the theory will assist in exploring the relationship between the provincial government and the municipality and identifying the political influence that these relationships have on the ability of the West Rand District Municipality to implement service delivery.

2.8 Chapter Summary

This chapter reviewed the literature on the subject of Intergovernmental Relations (IGR). The literature began by exploring the global and South Africa's legislative and policy environment on IGR. Concerning the South African policy framework, the chapter briefly outlined and discussed the policy frameworks that inform IGR such as the Intergovernmental Relations Framework Act, Municipal Systems Act, Municipal Finance Act, and other legislations. The study also covered the quality of IGR in Africa, the existing mechanism of IGR in South Africa, and the challenges facing the West Rand District Municipality (WRDM). Lastly, the chapter utilised a political systems theory as a theoretical framework to examine the systems that exist in Intergovernmental Relations (IGR).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methodology is discussed which includes, the research approach, research design, Population, Sample, and sampling procedures, methods of data collection and data analysis, ethical considerations, limitations and delimitations of the study.

3.2 Research approach

The processes and procedures of this study followed a qualitative research approach. Teherani, Martimianakis, Stenfors-Hayes, Wadhwa, and Varpio (2015) highlight that qualitative research is a type of scientific research that concentrates on the clarification of phenomena by examining the events that occur and the outcomes of those events from the viewpoints of individuals who are involved. The qualitative research method included data collection of individual understandings, self-examination, history of life, interviews, remarks, and relations as described by (Amankwa, 2016). This approach has enabled the researcher to determine the state of Intergovernmental Relations (IGR) in the municipality based on the participants' understandings.

Moreover, qualitative research has guided the researcher to comprehend the dynamics of IGR from the viewpoints of the diverse participants that were involved. The strong point of qualitative research is its capability to provide complex documented descriptions of in what manner individuals understand a given research problem (Amankwa, 2016). It provides information about the individual view of a matter, which is the habitually self-contradictory behaviours, views, sentiments, feelings, and relations of people (Teherani et al., 2015). The researcher was able to observe the attitudes and emotions of the participants. This approach has further enabled the researcher to obtain detailed information as it allowed the various participants to provide their unique perspectives on the research questions.

3.3 Research design

Research design refers to a strategic framework for action that connects research topics to research execution or implementation (Durrheim, 2006). This study used a case study research design. Furthermore, the case study was descriptive and exploratory. According to Nilmanat and Kurniawan (2021), a case study design is described as a systematic inquiry carried out in a natural setting that offers a comprehensive and integrated picture of a phenomenon of interest, and it is most suited to practical disciplines. Nilmanat and Kurniawan (2021) add that case study design best suits the attempt to answer ‘how’ and ‘why’ research questions and can be used for various purposes, including describing, exploring, evaluating, or testing theories. The case of this study was drawn from West Rand District (WRDM) Municipality to investigate Intergovernmental Relations challenges in the Municipality. The researcher purposefully chose participants who are directly and indirectly responsible for intergovernmental relations in the WRDM. The researcher also interviewed participants from the Gauteng Office of the Premier and the Gauteng Department of Cooperative Governance and Traditional who work with the WRDM on IGR matters. The service delivery protests that continue to confront the district necessitate an investigation into the role of Intergovernmental Relations (IGR) in the WRDM.

The study focused on describing the current state of Intergovernmental Relations (IGR) within the West Rand District Municipality by exploring the challenges affecting the implementation of IGR in WRDM.

3.4 Population, sample, and sampling procedures

The study population refers to a group of people targeted to attain research data (Johnson, 2002). Du Plooy (2009) argues that the term population does not refer only to people, but can also be applied to any collective individuals, groups, organisations, or social artefacts. Leedy (2005) defines population as the total collection of all units of analysis about which the scholar wishes to draw specific conclusions. The study population consists of participants from the West Rand District Municipality, the Gauteng Office of the Premier, and the Gauteng Department of Cooperative Governance and Traditional Affairs.

Sample refers to the number of participants selected from the whole population, to gain information about the larger group (McMillan & Schumaker, 2006). During the selection

process, the researcher was aware that the selection of participants must be officials responsible for IGR and service delivery in the West Rand District Municipality as they understand the field. Provincial government participants were also selected based on the principles of cooperative governance and IGR which stipulate that the provincial government must support municipalities to carry out their municipal mandates. Therefore, the study sample consists of sixteen (16) participants which is made up of six (6) employees from the West Rand District Municipality, five (5) employees from the Gauteng Office of the Premier, and five (5) employees from the Gauteng Department of Cooperative Governance and Traditional Affairs. The participants consisted of senior managers (Chief Directors and Directors), middle managers (Deputy Directors, and junior managers (Assistant Directors).

Due to the qualitative character of the study, non-probability was used as a sampling procedure (Creswell, 2014). Non-probability sampling approach entails selecting people for a research project in a non-random manner (El-Masri, 2017). Specifically, snowball sampling was employed for the selection of participants. Snowball sampling is based on referrals from initially sampled respondents to other potential respondents who are considered relevant to the study but may be harder to approach (TenHouten, 2017). The researcher used this technique to ask the initial sampled participants to identify other potential participants as it was difficult to access participants relevant to the study. The researcher initially selected three officials: one in the Gauteng Office of the Premier, one in the Gauteng Department of Cooperative Governance and Traditional Affairs, and one in the West Rand District Municipality. This was not a difficult process, as the researcher had previously worked with the sampled participants. This has assisted with referring or identifying other potential participants as well as allowing participants to provide additional thoughts and recommend other participants relevant to the study. The participants for this study were chosen based on their prior experience, expertise, and deeper comprehension of the contents of IGR policies, and the implementation processes.

3.5 Research instrument and pre-testing of the research instrument(s)

The study used an interview guide as a research instrument to assess the implementation of intergovernmental relations in the West Rand District Municipality (WRDM). McIntosh and Morse (2015) refer semi-structured interview guide as a research instrument used to determine people's subjective reactions to a specific scenario or phenomenon based on their experiences. This allows participants to provide as much detail as they like while also allowing the

researcher to follow up with probing questions (Bryman & Bell, 2014). This was a suitable instrument as it allowed the researcher to prepare interview questions beforehand and obtain insightful information from the participants.

According to Bryman and Bell (2014), pre-testing of the research instrument involves the interview questions preparation process that assesses the interview questions' prospective effectiveness. The researcher created interview questions and conducted interviews with two public sector officials from the Gauteng Office of the Premier. After the pre-test interview, the researcher identified areas that needed correction before conducting interviews with study participants. However, the responses from the pre-testing stage were not included in the actual study responses. This technique allowed the researcher to refine the interview questions and address any challenges before conducting the actual study.

3.6 Method(s) of data collection

This study utilised one-on-one semi-structured interviews. The purpose of the semi-structured interviews is to gather participants' viewpoint on a specific research study (Welman and Kruger, 2001). In-depth interviews were held with IGR officials in the Gauteng Office of the Premier, West Rand District Municipality, and the Gauteng Department of Cooperative Governance and Traditional Affairs.

The researcher initially sent emails to the participants requesting appointments and followed up telephonically to confirm the set appointments. The researcher interacted with the officials of various institutions such as the Gauteng Office of the Premier, the West Rand District Municipality, and the Gauteng Department of Cooperative Governance and Traditional Affairs. This enabled the researcher to establish a platform aimed at strengthening relationships for data collection purposes. The duration of the interview was communicated to the participants before the interviews. Although the anticipated duration of the interview was 35 minutes, each interview took approximately 60 minutes as participants provided detailed responses. Some participants did not want to be audio recorded due to the sensitivity of their working environment. The researcher used an interview guide to ask questions but also asked follow-up questions based on the participants' responses. During the interviews, the researcher took notes in a notebook. After the interview, the researcher transferred the recorded information from the notebook to a computer document for quality assurance. Both the computer document

and the notebook were stored securely. For ensuring convenience, the researcher conducted the interviews at the participants' workplace. However, some participants were interviewed telephonically and by Microsoft Teams due to their unavailability.

3.7 Method(s) of data analysis

According to Leedy (2005), data analysis is the process of systematically searching and arranging the data that has been accumulated. Data analysis is defined as the classification and interpretation of linguistic material to make a statement about implicit and explicit dimensions and structures of meaning-making in the material and what is represented in it (Flick, 2013).

For the purpose of this study, a thematic method of data analysis was employed to analyse the raw data from the interviews. This study's thematic analysis was guided by Braun and Clarke's (2006) six steps view that thematic analysis is suitable for analysing qualitative data since it is descriptive. Maneli and Musundire (2018) add that with thematic analysis, the research's interpretation and analysis phase entails categorising data into themes in order to align it with the main research topic. Furthermore, it is more useful in classifying, analysing, and reporting on the samples developing from the data.

In accordance with Braun and Clarke's (2006) six steps, the researcher explains how the steps were followed:

- **Stage 1: Familiarisation of data**

The researcher began by making notes of the participants' opinions during the interview sessions. Along with noting the participants' feelings, language descriptions, and language remarks, the researcher also made note of any recurring words or phrases.

- **Stage 2: Generation of codes**

After going over the content once more, the researcher selected the codes that most accurately represent the main ideas of the interview. Every segment of the transcript was examined for any possible links between these codes and the research questions by the researcher.

- **Stage 3: Combining codes into themes**

After classifying the codes into subjects or clusters, the researcher provided a wide framework for the analysis. The idea at this stage was to compile codes and build subcategories that indicated a relationship in a hierarchical structure between them. All the interview discussions were categorised by the researcher into corresponding patterns, which were then combined to form themes. The researcher also used a table to summarise and combine the different codes into themes.

- **Stage 4: Reviewing themes**

During this stage, the researcher reviewed the candidate themes to ensure that they accurately represent the coded data. Once this was confirmed, the researcher proceeded to focus on refining the data by confirming the validity of the individual themes in relation to the entire data. This has allowed the researcher to split broad themes and identify new themes.

- **Stage 5: Defining and naming of themes**

Once the researcher was satisfied with the thematic map of the data, stage 5 focused on clearly defining and further refining the themes that were presented in the findings. In refining the themes, the researcher identified and described the themes and sub-themes to provide an essence of what the themes are about.

- **Stage 6: Reporting of findings**

Now that the researcher has completely developed themes, the writing of the thematic analysis and the report commenced. The analysis presents evidence of the themes and data by including quotations from the participants and demographic information. The report also compares the quotes from the participants with the literature that has been reviewed.

3.8 Trustworthiness of the study

Pilot and Beck define trustworthiness as the degree of confidence in data, interpretation, and procedures employed to ensure the quality of data (2014, as cited in Conelly, 2016). According

to Lincoln and Guba (1980, as cited in Amankwaa, 2016), establishing credibility, transferability, dependability, and confirmability are all aspects of trustworthiness. Connelly (2016) states that researchers should set the protocols and methods required for a study to be regarded as worthy of consideration by readers.

The credibility of the study involves internal validating of the approach to ensure the confidence of the truthfulness of the data collected. Techniques used to establish credibility include prolonged engagement with participants, persistent observation if appropriate to the study, peer-debriefing, member-checking, and reflective journaling (Connelly, 2016). Before the research interview questions, the researcher used screening criteria as a tool to ensure research dependability. The screening included identifying their age, their job descriptions, experience, and qualifications. This has enabled the researcher to be confident about the accuracy of the data.

Similar to credibility, dependability is seen as a factor that influences the confidence of qualitative findings. Dependability is also related to reliability in quantitative research, except that the stability of conditions is determined by the study's nature (Connelly, 2016). The researcher conducted in-depth interviews using the same interview questions for all participants. The collected data was then summarised according to themes to determine the consistency of the responses.

Confirmability refers to the degree to which findings are consistent and repeatable (Connelly, 2016). This requires the researcher to keep notes of the analysis for the supervisor to review to ensure unbiasedness. The researcher took notes during the interview and stored them to be attached as evidence of the research findings.

Transferability refers to the extent to which findings can be transferred to other settings. Amankwaa (2016) points out that by thoroughly describing an occurrence, one can begin to assess the extent to which the findings drawn can be applied to different times, settings, events, and people. Although the study focuses on the West Rand District municipality, some findings can apply to other municipalities.

3.9 Ethical considerations

According to Mouton (2001), the way the scholar interacts with participants should be according to acceptable norms and values. Ethics play a crucial role in making sure that there is an appropriate balance between the necessity of doing research and the rights that other people have. The researcher applied and obtained an ethical clearance certificate before conducting the study. The following paragraphs discuss the ethical principles that were considered when conducting a study.

3.10 Anonymity and confidentiality

According to Fouka and Mantzorou (2011), there is a direct relationship between the issue of confidentiality and anonymity and the rights of respondents in uplifting the dignity and fidelity of participants. All participants in the research study were informed of their right to remain anonymous. For this reason, the identities of the participants were not disclosed.

3.11 Informed consent

According to Anabo, Elexpuru-Albizuri, and Villardón-Gallego (2019), informed consent requires ensuring that participants are fully informed about the research, its objectives, methods, risks, and benefits. Similarly, Bryman and Bell (2014) hold that the informed consent principle requires that potential participants should be provided with as much information as they require to make an informed decision about whether to participate in the study. In this regard, participants were provided with a consent form to ensure that they did not feel obligated to take part in the research.

3.12 No harm to participants

The scholar must ensure that under no circumstances can the respondents in a research project be vulnerable to pain and discomfort in the process. A social researcher must make sure that no harm is brought upon the people who are subject to the study, regardless of whether they volunteer to be the participants or not (Babbie, Benner, & Bloom, 1998). Anabo et al. (2019) add that privacy-related forms of harm can be mitigated by keeping participants anonymous,

ensuring that their identity cannot be tracked and that data storage is kept private. In this regard, the researcher ensured that participants were fully protected from harm.

3.13 Voluntary participation

Henn, Weinstein, and Foard (2006:76) stated that participants should not be under the impression of just participating in a research project and they should not be deceived into participating. Instead, participants must be fed with all the relevant information before partaking in the research study, such information can include the content of the study, the complications, and the importance of the study. The participants in this research study were requested to voluntarily participate and no pressure or persuasion methods were utilised for participants to take part in the research study.

3.14 Chapter summary

This chapter discussed the methodology followed in conducting the study. The methodology covered, the research approach, research design, population sample, data collection methods, data analysis methods, ethical considerations, limitations, and delimitation of the study.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS/RESULTS

4.1 Introduction

This chapter is based on the views of a sample of 16 participants dealing with Intergovernmental Relations (IGR) and service delivery which included six (6) officials from the West Rand District Municipality, five (5) employees from the Gauteng Office of the Premier, and five (5) employees from the Gauteng Department of Cooperative Governance and Traditional Affairs. The views of the participants are based on their experiences, knowledge, and observations within the field. The following paragraphs will discuss the findings in relation to the research questions, which have been grouped into themes that emerged from the data.

4.2 Demographic information

Table 4.1 Demographic profile of participants

The total number of participants was sixteen (16) and their demographic details are tabulated below.

Demographic Factor	Sub-category	No
Gender of IGR officials	Male	7
	Female	9
Age of IGR Officials	30-39	5
	40-49	6
	50-59	3
	60-65	2
Race	Black	13
	Coloured	2
	White	1
Years of experience	1-10 years	5
	11-20 years	9
	21-30 years	2
Level	Senior Manager	5
	Middle Manager	8
	Junior Manager	3

Demographic Factor	Sub-category	No
Qualification	None	0
	Matric	16
	Diploma/Degree	16
	Honours	8
	Master's	4
	PhD	0
Location	West Rand	6
	Midrand	5
	Johannesburg	5

Table 4.1 shows the participants' demographic profile. All participants work in Intergovernmental Relations (IGR) units within their departments. The researcher learned that although the participants were all IGR officials, participants did not hold the same qualifications. Nine (9) participants were female, and 7 participants were male. Most participants were between the age of 30 – 50 years, and only two participants were above 60 years. The participants consisted of senior (Chief Directors and Directors), middle (Deputy Directors), and junior (Assistant Directors) managers who had more than five (+5) years of experience in the field of IGR. Although the participants consisted of blacks, coloured, and whites, the preferred language of communication during the interviews was English and participants were comfortable as they indicated that English is their professional language of communication.

4.3 Thematic findings of the study

Table 4.2: Table of the thematic findings

The following section provides findings arranged in themes which emerged from the study's research questions.

Themes	Sub-themes	Sub-theme Summary
Collaboration between the provincial government, the West Rand District	Coordination gaps between the provincial government and West Rand Municipality	<i>“The provincial government fails to address the misaligned coordination and planning between the WRDM and its local municipalities, as a result, the WRDM fails to adequately support a</i>

Themes	Sub-themes	Sub-theme Summary
Municipality (WRDM), and local municipalities		<i>local municipality that is not cooperative.”</i>
	Coordination challenges between West Rand District Municipality (WRDM) and Local Municipalities	<i>“There is a lack of coordination on consultative forums due to incapacity and other institutional matters, as a result, this needs to be improved to ensure that such forums take place regularly to address service delivery issues.”</i>
Functionality of Intergovernmental Relations (IGR) structures	Poor attendance in IGR Forums	<i>“The lack of attendance by the relevant MECs who represent both the province and municipalities in MinMECs impact on the performance of municipalities as this means concerns affecting municipalities would not be raised in that forum.”</i>
	Lack of consultation in agenda settings	<i>“Provinces do not have an opinion in the coordination of MinMEC as the agenda is coordinated by the Minister’s office, where the agenda is developed based on the national priorities and shared with the province for attendance and participation.”</i>
Challenges affecting the implementation of Intergovernmental	Lack of funding	<i>“Despite the municipality’s efforts in drafting and presenting its financial challenges in relevant structures, the municipality remains under financial</i>

Themes	Sub-themes	Sub-theme Summary
Relations (IGR) Strategies in West Rand District Municipality (WRDM)		<i>distress with limited support from the provincial and national governments.”</i>
	Political interference	<i>“Seamless execution of intergovernmental relations is hampered by inadequate coalitions and interference from political players at different spheres of government, where resources are taken away from high-priority service delivery initiatives due to political reasons.”</i>
	Incapacity and incompetency	<i>“Most IGR units are understaffed, and the lack of human resources capacity creates a backlog in effectively implementing IGR.”</i> <i>“lack of skills and knowledge especially in managerial positions within the departments lead to poor implementation of policies and maladministration because some managers lack the expertise to provide innovative strategies that can strengthen the coordination of Intergovernmental Relations.”</i>
	Lack of alignment between policy frameworks and service delivery priorities	<i>“The Intergovernmental Relations Framework Act (IGRFA) is currently under review as it does not emphasise on the lack of coordination by a sphere of government on issues that affect another sphere of government.”</i>

Themes	Sub-themes	Sub-theme Summary
	Lack of public participation	<i>“Public participation is often limited as policy-making decisions are influenced by a top-down approach, where the executive sphere makes the final decision with little involvement from the public.”</i>

4.4 Collaboration between the provincial government, the West Rand District Municipality (WRDM)

4.4.1 Coordination gaps between the provincial government and West Rand Municipality

The findings revealed that there is a lack of coordination and communication between the province and the municipality. This was in line with one of the participants' views that:

“The provincial government fails to address the misaligned coordination and planning between the WRDM and its local municipalities, as a result, the WRDM fails to adequately support a local municipality that is not cooperative.”

While another participant cited that:

“There is a lack of communication as the provincial government may sometimes conduct an urgent visit to the district without obtaining full approval and support of all the relevant stakeholders in the district and its local municipalities.”

The literature agrees with the views of the participants that there is a lack of coordination and support from the provincial government as Shaidi (2013, as cited in Ubisi et al, 2019) points out that municipalities are let down by the lack of oversight and monitoring support provided by the national and provincial governments, which leads to non-progressive of intergovernmental interactions and cooperative government. In other words, the lack of support from the national and provincial departments to municipalities also contributes to the poor implementation of IGR.

4.4.2 Coordination challenges between West Rand District Municipality (WRDM) and Local Municipalities

Participants conceded that the lack of coordination between the WRDM and the local municipalities is one of the key challenges that delay integrated decision-making. One participant raised that:

“There is a lack of coordination on consultative forums due to incapacity and other institutional matters, as a result, this needs to be improved to ensure that such forums take place regularly to address service delivery issues.”

Another participant further cited that:

“It is part of our mandate to support the local municipalities, however, financial constraints limit the district from providing full support to our local municipalities, for instance, when local municipalities request interventions from the district municipality to resolve certain disputes.”

Clearly, collaboration is a challenge in the district, and without addressing it, poor service delivery will continue affecting local communities. Ngwenya (2019) states the district is facing service delivery challenges due to the current ineffective management and implementation techniques of IGR. The lack of service delivery is due to the government and municipalities’ inadequate coordination and implementation of policies and structures (Tafeni, & Mngomezulu, 2022). Poor coordination and lack of communication between the district municipality and its local municipalities contribute to the lack of implementation as required by the principles of cooperative government.

4.5 Functionality of Intergovernmental Relations Structures

4.5.1 Poor attendance of Intergovernmental Relations Forums

The findings showed that there is a lack of attendance of Intergovernmental Relations (IGR) Forums by political leaders and administrators. The theme was supported by one of the participants who cited that:

“The lack of attendance by the relevant MECs who represent both the province and municipalities in MinMECs impact on the performance of municipalities as this means concerns affecting municipalities would not be raised in that forum.”

Another participant stated that:

“You know, departments sometimes fail to convene the forums due to provincial commitment of the MECs, and without the MEC as the chairperson, the forum cannot take place., which causes inconvenience to stakeholders.”

From the above quotations, it is clear that the most contributing elements to the lack of integrated service delivery and planning amongst government institutions in South Africa are said to be the inefficiency or even nonexistence of several IGR forums (Shopola, 2022). De Visser and De Visser (2019) add that the lack of coordination and structured development targeted at advancing regional economic and rural development is the main cause of the poor delivery and provision of public services by the government and municipalities.

4.5.2 Lack of consultation in agenda settings

According to the findings, there is a lack of consultation with stakeholders on the development of agenda items for IGR Forums. This was validated by a participant who mentioned that:

“Provinces do not have an opinion in the coordination of MinMEC as the agenda is coordinated by the Minister’s office, where the agenda is developed based on the national priorities and shared with the province for attendance and participation.”

Another participant cited that:

"During District Forums, the agenda often includes new issues, and sometimes prioritising these new issues creates problems. This leads to a situation where decisions made at District Intergovernmental Forums (DIF) are not effectively implemented by local municipalities. This is because the implementation of most of these decisions is dependent on the financial resources of the local municipalities."

Drawing from the participants' perspectives, it is evident that the lack of follow-up on decisions made in previous meetings is becoming a recurring issue, and without consulting with all relevant stakeholders on agenda settings and decision-making processes, service delivery will remain compromised. This is confirmed by the literature where Kahn et al, (2011, in Koopa 2016) highlight that MinMECs are essential institutions for reaching group decisions on policy, planning, budget priorities, progress reviews, and interactions with parastatals. Koopa (2016) adds that it is difficult for committee members such as the provincial and local government to take ownership of and subsequently carry out the decisions made by the MinMEC committee when there is a lack of collaborative decision-making.

4.6 Challenges affecting the implementation of Intergovernmental Relations Strategies in West Rand District Municipality

4.6.1 Lack of funding

Lack of funding has always been the biggest challenge in municipalities resulting in communities often protesting for service delivery (Ngwenya, 2019). This is evident in the West Rand District Municipality (WRDM) as one of the participants emphasised that:

“Despite the municipality’s efforts in drafting and presenting its financial challenges in relevant structures, the municipality remains under financial distress with limited support from the provincial and national governments.”

While another participant said:

“So Covid-19 impacted the South African economy very badly and the Minister of Finance ended up implementing budget cuts in the three spheres of government which led to the current service delivery challenges, and this contributes to lack of response to service delivery issues.”

Another participant further said:

“Revenue collection is a big challenge in municipalities because communities fail to pay municipal services, and therefore revenue collection strategies are required to fast-track the process.”

It is clear that insufficient financial support contributes to the service delivery challenges as the municipality depends on funding to implement projects. Munzhedzi (2013, as cited in Mirugi-Mukundi, 2015) also asserts that the local government system in South Africa is plagued by poor financial management and corruption.

4.6.2 Political interference and instability

The findings revealed that politics has a massive influence on the country’s decision-making, which affects the relationship between the provincial and local governments. One participant stated that:

“Seamless execution of intergovernmental relations is hampered by inadequate coalitions and interference from political players at different spheres of government, where resources are taken away from high-priority service delivery initiatives due to political reasons.”

Another participant mentioned that:

“Intergovernmental initiatives are disrupted by the frequent changes in political leadership. For example, every new political leader appointed has their own priorities and interests which are not always in line with the existing ones, and therefore, implementation of initiatives gets disrupted as the municipality will have to implement the new priorities.”

These responses were supported by Ile (2010) who pointed out that the lack of leadership in the public service is due to the competition between political and administrative leaders. This implies that, without a clear mandate on the separation of political and administrative duties, politics will continue to dominate in decision making, resulting in non-compliance and poor implementation of IGR programmes.

4.6.3 Incapacity and Incompetency

Participants revealed that incapacity and incompetency contribute to poor implementation of IGR programmes and structures. One of the participants stated that:

“Most IGR units are understaffed, and the lack of human resources capacity creates a backlog in effectively implementing IGR.”

Another participant mentioned that:

“lack of skills and knowledge especially in managerial positions within the departments lead to poor implementation of policies and maladministration because some managers lack the expertise to provide innovative strategies that can strengthen the coordination of Intergovernmental Relation.”

It is common that in order to perform a professional responsibility, skills, knowledge and expertise are a necessity. This is in line with Zandamela's (2020) view that ineffective IGR and coordination are due to organisational culture, lack of capacity, and management. Therefore, if IGR practitioners in municipalities lack the necessary knowledge and abilities, it would hinder their capacity to carry out their duties and responsibilities. Ineffective skills would make it more difficult to adopt and facilitate IGR, which would have an influence on service delivery.

4.6.4 Lack of alignment between policy framework and service delivery priorities

Intergovernmental Relations (IGR) is guided by various policies which outline the powers and functions of each sphere of government. However, the study's findings revealed that there is a gap between policy framework and service delivery priorities. Participants stated that:

“The Intergovernmental Relations Framework Act (IGRFA) is currently under review as it does not emphasise on the lack of coordination by a sphere of government on issues that affect another sphere of government.”

Another participant mentioned that:

“The implementation of the District Development Model (DDM) One Plans is a challenge due to lack of resources.”

The above quotations revealed that there is a lack of clear guidelines regarding the implementation of the existing legislative frameworks. The participants' views were confirmed by literature such as Hendrick (2017) who argues that the Intergovernmental Fiscal Relations Act (IGFRA) is not sufficient due to its failure to deal with the fiscal challenges faced by the government, particularly the local sphere which is overly indebted. Ile (2010) further adds that poor coordination and implementation of IGR policies have resulted in a number of challenges. These challenges include non-compliance, non-adherence to the existing sectoral framework, weaknesses in the oversight function, lack of monitoring and evaluating of progress as well as poor communication (Ile, 2010).

4.6.5 Lack of Public Participation

According to the participants, there is lack of public involvement in decision-making on service delivery matters. A participant validated this by stating that:

“Public participation is often limited as policy-making decisions are influenced by a top-down approach, where the executive sphere makes the final decision with little involvement from the public.”

Other participants cited that:

“Although the government does consult the communities on service delivery issues through Imbizos, some community members do not attend, and this leads to the government not prioritising other community key issues.”

The above quotes revealed that there is a lack of transparency and accountability due to the minimal involvement of local communities in decision-making processes. This was supported by Ndebele and Lavhelani's (2017) argument that the government turns to omit the community in decision-making processes, which is against the amended Municipal Systems Act. Cerna highlights that Top-down theorists strongly support the idea that government policies and programs should be best supported and executed at a central level, such as the national

government, whereas bottom-up theorists disagree, arguing that top-down is not always desirable (2013, as cited in Munzhedzi, 2022). This has been evident through the concerns raised by municipalities about not being fully involved in the decision-making processes of the national government.

4.8 Chapter Summary

This chapter presented and discussed the findings that emerged from the collected data as supported by the literature reviewed on Intergovernmental Relations. The findings were divided into themes focusing on the Collaboration between the Gauteng Provincial Government (GPG), West Rand District Municipality (WRDM), and the three local municipalities. The chapter also presented the challenges experienced by participants in the coordination and implementation of IGR. Finally, the chapter presented and discussed the recommendations to be adopted in addressing the challenges.

CHAPTER FIVE

MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the key findings derived from the research study, along with conclusions and recommendations to strengthen Intergovernmental Relations (IGR) within the West Rand District Municipality (WRDM) and throughout the country.

5.2 Main findings

The study presented its findings regarding the role of the Gauteng Provincial Government (GPG) and the West Rand District Municipality (WRDM) in implementing Intergovernmental Relations to promote service delivery in the district. The following paragraphs provide a summary of the key findings.

5.2.1 Coordination gaps between the provincial government, the West Rand District Municipality), and local municipalities

The findings revealed that it is difficult to successfully implement intergovernmental relations strategies due to a lack of cooperation between the national, provincial, and local governments. The findings also highlighted the absence of communication between the provincial government and the district municipality, which is similar to the relationship between West Rand District Municipality (WRDM) and its local municipalities. The lack of coordination and communication between the district municipality and its local municipalities hinders the implementation of cooperative government principles.

5.2.2 Lack of Functional Intergovernmental Relations Structures

The study found several challenges concerning Intergovernmental Relations Forums (IGRFs). One challenge highlighted was the lack of attendance and communication on agenda setting. It was found that the MECs may not attend the MinMEC meetings due to other provincial commitments, while mayors sometimes miss MEC/MMC forums citing local commitments. It

is evident from the study that the critical challenge with IGR forums is not only that the structures are not strategic but that there is no correlation between the departments' business planning process versus their policy, and legislative mandates. As a result, IGR forums become talk sessions that have no strategic direction nor drive coordination, coherence, and integration.

5.2.3 Challenges affecting the implementation of Intergovernmental Relations Strategies in West Rand District Municipality

The study revealed significant challenges in the coordination of Intergovernmental Relations (IGR). These challenges include lack of skills and capacity, gaps between policy frameworks and service delivery priorities, political interference and instability, insufficient coordination and communication among the three spheres of government, limited public participation, a dearth of transformative leadership, and financial constraints.

5.3 Conclusions

Intergovernmental Relations play a crucial role in the provision of service delivery in communities. This study sought to assess the gaps associated with Intergovernmental Relations (IGR) in promoting service delivery in the West Rand District Municipality (WRDM). The goal is to recommend best-practice initiatives, which will then inform a viable conceptual approach for the effective implementation of future IGR systems.

The study began with conducting a literature review. This offered a platform for the summary and comparison of previous research findings as well as thorough information related to the research study on the effectiveness of IGR. This determination was made by assessing the progress made through the existing IGR and the challenges facing the service delivery implementers in the municipality. In this regard, this study found that the implementation of intergovernmental strategies in the WRDM has been very minimal, if not non-existent. Hence, the poor service delivery in that Municipality.

This study predominantly used a qualitative approach to assess the state of Intergovernmental Relations (IGR) in the municipality based on the participants' understandings. The study used interviews as a research instrument for data collection. The study used semi-structured interviews and the study population was made up of 16 participants: six (6) employees within

the West Rand District Municipality (WRDM), five (5) employees from the Gauteng Office of The Premier, and five (5) from the Gauteng Department of Cooperative Governance and Traditional Affairs. Six (6) out of the sixteen (16) participants were senior managers and the other ten (10) were middle managers. The collected data was then analysed through a thematic method. This method revealed that the biggest challenges in the coordination of IGR include incapacity and incompetency, gaps in legislative and policy frameworks, lack of functionality in IGR structures, lack of coordination and communication between the three spheres of government, lack of public participation, political interference, and financial constraints. Due to the stated challenges, it is evident that there is a lack of collaboration between the WDRM and its local municipalities, therefore, the WDRM may not be able to coordinate IGR effectively and efficiently in the district.

Based on the study findings there is no doubt that Intergovernmental Relations is crucial for promoting collaboration between the three spheres of government, however, this requires mutual effort from each sphere. As a result, the study provides recommendations that can be utilised to strengthen intergovernmental relations in the West Rand District Municipality. This will contribute to the effective and efficient formulation and implementation of policies for improved service delivery in communities.

5.4 Recommendations

The following are some of the recommendations that can be utilised to address the challenges found in the study:

5.4.1 Recommendations on the role of Intergovernmental Relations in promoting service delivery

- There is a need to promote collaborative planning procedures where officials from various spheres of government work together to develop policies, programs, and plans in line with service delivery required by the community of West Rand. This can foster a feeling of shared ownership and help align goals between the district and its local municipalities.

- There is a need for both the provincial and local governments to understand the number of existing structures in the local sphere to ensure that full support is provided.
- There is a need to encourage information sharing such as meeting schedules, minutes, and decisions between provincial departments and local governments to address obstacles in the provision of services and promote mutual understanding among stakeholders.
- There should be accountability measures in place that address the lack of convening and non-attendance in IGR structures.
- Priorities should be given to decision makers such as Members of the Municipal Council and other public office barriers. This can help in improving financial management, planning, communication, negotiation, monitoring and evaluation processes.
- Public participation is one mechanism that fosters transparency and accountability in Intergovernmental Relations processes. It is recommended that the government should involve and consult with the public on decision-making regarding service delivery, to ensure that the provision of services is in line with their needs.
- It also suggested that the government encourage and educate the public about the importance of attending community events such as imbizos.
- The government should always strive to keep its promises, and challenges encountered in the process should be communicated to the public to build trust.
- It is suggested that the government reviews its legislative and policy frameworks to ensure that they provide clear guidelines on the powers and functions of every governmental sphere. This transparency reduces uncertainty and disagreements while making decisions.
- There is also a need for policy makers to develop policy frameworks that clearly define how the government system is expected to respond to intergovernmental processes that derive developmental outcomes.
- It is recommended that government departments should invest in capacity building programmes to strengthen the skills and knowledge of officials responsible for coordinating Intergovernmental Relations.
- This required the restructuring of the structures to respond to the policy and legislative mandates set up for departments to drive and implement developmental outcomes.

- There is a need for strong leadership that will ensure that accountability measures with regard to lack of attendance are put in place. Further to that, there is also a need for better collaboration regarding the scheduling of forums and agenda setting.
- With regard to financial constraints, it is recommended that the government should promote Public-Private Partnerships (PPPs) to generate funding for local government.
- To effectively facilitate and leverage service delivery, the Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA) must devise a plan for managing the political dynamics inside municipalities and make sure that, even in those governed by the opposition, there is sufficient buy-in and cooperation.

5.4.2 Recommendations for Future Research

The study focused on exploring the role of Intergovernmental Relations (IGR) in the West Rand District Municipality (WRDM). Future researchers can expand their scope by considering the following research areas:

- Exploring the role of IGR in the national sphere of government in South Africa in supporting the provincial and local government for improved service delivery
- Exploring the role of IGR in coalition government
- Exploring the role of IGR in other municipalities to identify the differences in performance. This could enable municipalities to learn best practices from their counterparts.

5.5 Chapter Summary

This chapter focuses on summarising the main findings drawn from the research study, conclusions, and recommendations to strengthen Intergovernmental Relations (IGR) in the West Rand District Municipality (WRDM) and the country. In implementing these recommendations, collaborative effort is required from all three spheres of government. This needs the government to commit to one goal, which is improving service delivery in communities.

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APPENDIX A



PARTICIPANT INFORMATION SHEET

Title of the study: Exploring the role of Intergovernmental Relations in promoting service delivery in communities: a case study of the West Rand District Municipality (WRDM)

Dear Sir / Madam,

My name is Sphiwe Gift Hobyane and I am enrolled as a Social Development Masters student at the University of the Witwatersrand. As part of the requirements of the degree, I am required to conduct a research study. The study aims to assess the implementation of intergovernmental relations in promoting service delivery within the West Rand District Municipality. This might contribute to the effective and efficient formulation and implementation of policies for improved service delivery in communities.

As part of the study, I would like to invite you to participate in an interview session. Your participation in this regard will be entirely voluntary, and you are welcome to withdraw your participation should you wish to do so. There are no personal costs/benefits for participating in the study. Please be assured that your participation in this study will be completely confidential and anonymous, your personal information is will not be shared with anyone. False identity will be used to represent your information in the final research project.

Should you agree to participate in the study, I would like to arrange an interview session that will take approximately 45 minutes at your time and place of convenience. With your permission, I will also request to record the interview that will be accessed by the researcher and supervisor. The research paper may be used for academic purposes and will be made available to participants upon request. Should you experience any distress or discomfort during the interview, the interview can be rescheduled.

For any inquiries regarding the study, kindly contact me on phone: 0796779042 / email: 1758264@students.wits.ac.za or My supervisor Dr Samkelo Bala on email: samkelo.bala@wits.ac.za. If you have any questions or concerns about the study's ethical processes, please contact the University Human Research Ethics Committee (Non-Medical) Jasper.Knight@wits.ac.za

Your participation in the study will be greatly appreciated.

Yours Sincerely,
Sphiwe Hobyane

APPENDIX B

CONSENT FORM

Title of the study: Exploring the role of Intergovernmental Relations in promoting service delivery in communities: A Case Study of the West Rand District Municipality (WRDM)

I..... hereby agree to participate in the research study. I was given written explanations of the study's goal and scope.

- | | | |
|--|-----|----|
| • I consent to the audio recording of my interview | Yes | No |
| • I consent that my participation in the study will be voluntary | Yes | No |
| • I consent that my personal details will be kept confidential | Yes | No |
| • I consent that the information provided by me can be used
anonymously for academic purposes | Yes | No |

Name of participants:

Date:

Signature:

APPENDIX C

INTERVIEW GUIDE FOR OFFICIALS IN THE WEST RAND DISTRICT MUNICIPALITY, GAUTENG OFFICE OF THE PREMIER, AND GAUTENG DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

Title of the study: Exploring the role of Intergovernmental Relations in promoting service delivery in communities: A Case Study of the West Rand District Municipality (WRDM)

Demographic information: (Please mark with an X where applicable)

Category	Sub-category
Gender	Male
	Female
Age in years	18 -30
	31- 40
	41 - 50
	51 -60
	60 and above
Race	Black
	Coloured
	White
	Indian
	Other
Qualifications	None
	Matric
	Diploma/Degree
	Honours
	Master's
	PhD
Position/level	Administrator
	Junior Manager
	Middle Manager

Category	Sub-category
	Senior Manager
	Top Manager
Years Experience	1 - 10
	11 -20
	21 - 30
	30 and above

Interview questions

- A. Does the WRDM fully adhere to the principles of intergovernmental relations and cooperative government?
- B. Is WRDM effectively working with the provincial government?
- C. Is WRDM making sure that all its local municipalities are included in IGR activities?
- D. Do you think the IGR system is functional across all municipalities?
- E. What are the current structures that exist in IGR?
- F. What are the current strategies that exist in IGR?
- G. Is there any stakeholder whom you feel is not actively contributing to the implementation of IGR strategies, and hence hindering service delivery?
- H. Is there a need to provide skills training to IGR practitioners to improve efficiency and effective performance in their respective roles?
- I. Are there community representatives in some of the IGR Forums?
- J. What do you think are the key challenges affecting the implementation of intergovernmental relations in West Rand District Municipality?
- K. What recommendations/ changes would you suggest for improving the current IGR system to attain efficient and effective functionality of IGR in the WRDM and South Africa at large?