

## CHAPTER 8

### CONCLUSIONS AND RECOMMENDATIONS

#### 1. INTRODUCTION

This study seeks to establish if the intergovernmental relations in South Africa – with specific reference to the City of Tshwane Metropolitan Municipality - facilitate the performance of the local sphere of government with a view to help improve the role of the intergovernmental relations, especially the extent to which it impacts the local sphere of government in the delivery of services. In other words, this study seeks to answer the following question:

“Do intergovernmental relations in South Africa facilitate the performance of the local sphere of government in the delivery of services with specific reference to the City of Tshwane Metropolitan Municipality?”

In order to answer the abovementioned research question, a literature study was undertaken. This literature study included a broad analysis of a variety of sources including books, official documentation and relevant legislation. With regards to the sample size, the whole of the City of Tshwane Metropolitan Municipality was selected for the study. In so doing, the background was given of the 14 former independent local authorities that were disestablished in order to form the City of Tshwane Metropolitan Municipality. An overview was given of the City of Tshwane Metropolitan Municipality after its establishment on 5 December 2000 with specific reference to the governance system of the City of Tshwane Metropolitan Municipality which has a Mayoral Executive Committee System combined with a Ward Participatory System. It was concluded that this type of governance system demonstrates the importance of public participation in the running of the municipality. With regards to the role of the Executive Mayor, it was deduced from the nature of his statutory responsibilities that

his office is critical to service delivery and the facilitation of intergovernmental relations with the other spheres of government as well as consultations with various communities. It was also concluded that ward committees play a critical role in ensuring public participation in the running of the municipality and in so doing facilitate intergovernmental relations and service delivery in the City of Tshwane Metropolitan Municipality.

The geographical area of the City of Tshwane Metropolitan Municipality as well as the origin of the name “Tshwane” were also explored with a view to getting a broader view of the nature of the City of Tshwane Metropolitan Municipality. The vision, mission, value system, and the strategic focus areas of the City of Tshwane Metropolitan Municipality were also explored and it was found that they were in line with the legislative prescriptions of a developmental local government and were supportive of intergovernmental relations in the City of Tshwane Metropolitan Municipality. It was also found that the different departments in the municipality were structured in a way that facilitates intergovernmental relations and cooperative governance which in turn improves service delivery.

With regards to methodology, the methodologies of social sciences and physical sciences were discussed and compared. The different approaches to research were also discussed with specific reference to the differences between the qualitative and quantitative paradigm. With regards to the qualitative paradigm, five strategies of enquiry that could be used to design qualitative research were discussed, namely: biography, phenomenology, grounded theory, case study, and ethnography. It was concluded that the quantitative research method was not appropriate as a tool in the study of intergovernmental relations. The qualitative research method was chosen namely: the case study on the role of intergovernmental relations in facilitating the performance of the local sphere of government in service delivery. As a result, a literature review was done with specific reference to: approaches to intergovernmental relations including the democratic approach, constitutional approach/legal approach, financial approach, and normative-operational approach.

The forms of government and their influence on intergovernmental relations were also discussed with specific reference to the unitary and the federal forms of government. The classification of governmental relations into intra-governmental, intergovernmental, and extra-governmental relations was also discussed. Normative guidelines in the study of intergovernmental relations were discussed and were described as principles that may be idealistic and which form the basis for all public action and decision making in the public sector. Some of these guidelines being: the political supremacy of the constitution, maintenance of public accountability, maintenance of public efficiency, adherence to South African administrative law, and the acknowledgement of current community values.

Intergovernmental relations in public administration were discussed with specific reference to policy-making, finance, human resources, and the organisation of government institutions. People in intergovernmental relations are also discussed with reference to basic values and principles, and the fundamental rules of conduct. A literature review was done of the conceptual framework of local government as a sphere as well as the foundation of intergovernmental relations and co-operative governance, and in this manner the analysis of the distinctive features of intergovernmental relations and co-operative governance among the three spheres of government was done. The norms that are applicable to a system of intergovernmental fiscal relations were also discussed. Various intergovernmental relations structures were named and discussed with respect to the roles they play in promoting intergovernmental relations. A distinction was made between statutory and non-statutory intergovernmental relations structures. Structures such as the National Council of Provinces (NCOP), the South African Local Government Association (SALGA), the Budget Council and the Budget Forum were identified as part of the statutory structures that facilitate intergovernmental relations; whereas structures such as the President's Co-ordinating Council, the Ministers and Members of Provincial Councils (MinmeCs), and Premiers' Forums were identified as part of the non-statutory structures that facilitate intergovernmental relations. However, with the

passing of the Intergovernmental Relations Framework Act, 2005, it was stated that all non-statutory structures have been formalised in terms of section 33(4) of the Act.

It was concluded that the statutory and non-statutory intergovernmental relations structures do play a meaningful role in ensuring effective intergovernmental relations in the local sphere of government and in facilitating the performance of local government in the delivery of services, with specific reference to the City of Tshwane Metropolitan Municipality; and that this conclusion answers the research question and was in line with the hypothesis of this study. The research question being the following: Does intergovernmental relations in South Africa facilitate the performance of the local sphere of government in the delivery of services with specific reference to the City of Tshwane Metropolitan Municipality? The hypothesis of this study being that: intergovernmental relations in South Africa facilitate the performance of the local sphere of government with specific reference to the City of Tshwane Metropolitan Municipality.

The role of the National Council of Provinces and SALGA as key institutions that facilitate intergovernmental relations for the local sphere of government was also discussed. With regards to the NCOP, it was concluded that it provides the platform for the organised local government to participate in legislation making and such participation facilitates intergovernmental relations and service delivery in the local sphere of governments. With regards to SALGA, it was concluded that as the voice of organised local government it facilitates intergovernmental relations for its members by participating in structures such as the NCOP and Financial and Fiscal Commission thereby facilitating service delivery in the local sphere of government.

The Tshwane 2020 Plan which is the IDP of the City of Tshwane Metropolitan Municipality was also discussed, with a view to establishing the facilitation role of the intergovernmental relations in the development phase of the Integrated Development Plan and in the implementation phase of the Integrated Development Plan (IDP).

With regards to the development of the IDP, the IDP structures such as the IDP Representative Forum and the IDP Steering Committee, which play a facilitation role in the development of the IDP within the City of Tshwane Metropolitan Municipality were discussed. The five phases in the development of the IDP were also discussed as well as the facilitation role of intergovernmental relations and cooperative governance in each of these phases. The phases in the development of the IDP being the analysis phase, the strategies phase, the projects phase, the integration phase, and the approval phase. The national guidelines regarding to the levels of public participation in each of the development phases were also discussed with a view of establishing if the City of Tshwane Metropolitan Municipality is in line with national guidelines. It was concluded that the levels of public participation in the City of Tshwane Metropolitan Municipality were in line with national guidelines and that the intergovernmental relations structures involved facilitated the achievement of the development of the IDP and service delivery in the City of Tshwane Metropolitan Municipality.

Regarding the implementation phase of the IDP, the facilitation role of the intergovernmental relations and cooperative governance was discussed with specific reference to the facilitation role of the intergovernmental structures in the special development initiatives such as the Mandela Corridor, Freedom Park and the Department of Trade and Industry Partnership. Other intergovernmental and cooperative governance structures such as Consultative Committees which play a role in the implementation of the IDP were also discussed. It was concluded that intergovernmental relations and cooperative governance structures do play a facilitation role in the development and the implementation of the IDP. And that the IDP structures that have been set up in the City of Tshwane Metropolitan Municipality do play an intergovernmental and cooperative governance role which leads to the facilitation of the performance of the City of Tshwane Metropolitan Municipality in the development and the implementation of the Integrated Development Plan and that this supports the hypothesis of this study.

However, it was also concluded that despite the effective facilitation role of intergovernmental relations structures in the development and implementation of the IDP in the City of Tshwane Metropolitan Municipality, certain areas of concern were identified in order to improve the effectiveness of the IDP. It was also stated that the results of the study tour of municipalities by the Portfolio Committee on Provincial and Local Government indicated that there were still areas of concern regarding the effectiveness of the IDP in local government in general. As a result, it was concluded that the management of change and the development of human resources be recommended as one of the interventions to deal with these concerns.

The 2001/2002 budget of the City of Tshwane Metropolitan Municipality was also discussed with a view to discussing the facilitation role of intergovernmental fiscal relations and cooperative governance in ensuring the performance of local government in the delivery of services with specific reference to the 2001/2002 budget of the City of Tshwane Metropolitan Municipality. The background information on the intergovernmental relations system and the intergovernmental fiscal relations in South Africa was discussed as well as the role played by some of the national intergovernmental structures such as the Budget Council in the facilitation of intergovernmental fiscal relations and service delivery through the intergovernmental transfers.

The constitutionally entrenched right of municipalities to have a share in the nationally raised revenue was also discussed as well as the types of grants that the Department of Finance allocates to municipalities. These grants being the conditional and unconditional grants. Finally, the budget of the City of Tshwane Metropolitan Municipality was outlined and discussed. Mention was made of the challenges that faced the City of Tshwane Metropolitan Municipality in the 2001/2002 financial year as well as the national intergovernmental relations interventions to help municipalities and the City of Tshwane Metropolitan Municipality in dealing with these challenges. These challenges ranged from water and sanitation, roads, housing and debtor management. The support of the national sphere of government to the municipalities

was also discussed in terms of the institutional and fiscal support. Based on the above discussion, it was concluded that the facilitation role of intergovernmental fiscal relations and cooperative governance contributes to the sustainability and the performance of municipalities with specific reference to the City of Tshwane Metropolitan Municipality.

The review and the analysis of strategies for improved service delivery in the City of Tshwane Metropolitan Municipality was also done. In so doing, the national perspective on strategies for improved service delivery was discussed with specific reference to the definition of the term “strategy”, and the three capacities that the municipality needed to develop in order to effectively play a developmental role and improve performance with respect to service delivery. These capacities being the strategic capacity, integrating capacity, and a community orientation capacity. The workshops held by the City of Tshwane Metropolitan Municipality were further discussed to demonstrate how they help the municipality show its strategic capacity to assess, plan, and to develop innovative programmes to meet its local needs.

It was also concluded that intergovernmental relations structures which facilitate the development and the implementation of the Integrated Development Plan do help the City of Tshwane Metropolitan Municipality to demonstrate and to fulfil its integrating capacity to co-ordinate and integrate inputs from inside and outside the administration in order to ensure developmental outcomes. It was also concluded that the intergovernmental structures discussed in paragraph 4.6 of chapter 5 [*supra*], do enable the City of Tshwane Metropolitan Municipality to demonstrate and to fulfil its community orientation capacity to interact with community groups in order to identify service delivery needs and priorities as well as the community resources that can be unlocked and channelled for developmental ends. It was therefore concluded that intergovernmental relations are critical in the facilitation of effective service delivery in the City of Tshwane Metropolitan Municipality due to their role in helping the municipality to play its integrating role as well as a community orientation role.

However it was concluded that the role that was played by the Mayoral Committee of the City of Tshwane Metropolitan Municipality, through its strategic workshops and their monitoring strategies, was critical in ensuring that the municipality demonstrates and fulfils its strategic capacity to plan, assess, and develop innovative programmes.

## **2. PROVING THE HYPOTHESIS**

A whole range of research methods such as the literature review and policy documents were used to collect data on the subject matter. Relevant data was analysed and was compared with legislative guidelines on the subject matter. The findings and the conclusions of the study have contributed to the proving of the stated hypothesis of this study as correct. The hypothesis for this study being that:

“Intergovernmental relations in South Africa facilitate the performance of the local sphere of government – with specific reference to the City of Tshwane Metropolitan Municipality.”

With regards to the variables, the variables involved are firstly, intergovernmental relations and secondly, performance of the local sphere of government. And the relationship between these two is that: “The performance of the local sphere of government is dependent on intergovernmental relations.” Hence the title of the thesis which states that:

“Intergovernmental relations in the local sphere of government in South Africa – A case study of the City of Tshwane Metropolitan Municipality.”

With regards to the extent to which intergovernmental relations facilitate the performance of the City of Tshwane Metropolitan Municipality, it was concluded that there are three essential capacities that the municipality has to develop in order to play an effective developmental role and improve performance with regard to service



delivery. These capacities being: the strategic capacity, integrating capacity, and a community orientation capacity. Based on the analysis, it was concluded that the City of Tshwane Metropolitan Municipality does have all these capacities mentioned [*supra*]. However, it was concluded that the facilitation role of intergovernmental relations and co-operative governance primarily enables the municipality to demonstrate its integrating capacity as well as its community orientation capacity, and that the strategic capacity was provided for by the Mayoral Committee and its Senior Management.

In view of the above, the challenge therefore will be to find ways that will further inculcate a culture of intergovernmental relations in order to enhance its facilitation role in service delivery in the City of Tshwane Metropolitan Municipality and local government in general.

### **3. RECOMMENDATIONS**

The recommendations that will be discussed cover the following: further research and studies that need to be done and the recommendations based on the results of this study.

#### **3.1 Further Research and Studies**

**Firstly**, it is recommended that further studies be conducted to determine the extent to which the role of intergovernmental relations and co-operative governance contribute to the performance of the City of Tshwane Metropolitan Municipality and local government in general in the delivery of services to the communities after a year of the passing of an Act of Parliament on intergovernmental relations as provided for in the Constitution of the Republic of South Africa. In this regard, section 41(2) of the Constitution of the Republic of South Africa, 1996 states that: “An Act of Parliament must:

- (a) establish or provide for structures and institutions to promote and facilitate intergovernmental relations; and
- (b) provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes.”

**Secondly**, since the City of Tshwane Metropolitan Municipality is a category A municipality in terms of Section 155(1)(a) of the Constitution of the Republic of South Africa, 1996 namely: a municipality that has exclusive municipal executive and legislative authority in its area, it is therefore recommended that a similar study be conducted into a category C municipality on the role of intergovernmental relations before and after the passing of an Act of Parliament on intergovernmental relations as stated above. In this regard, a category C municipality is defined in section 155(1)(c) of the Constitution of the Republic of South Africa, 1996 as a municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

**Thirdly**, it is recommended that a study be conducted to establish if the constitutional requirement on intergovernmental relations as stated above has not become redundant in view of the progress that has been made in enhancing intergovernmental relations prior to the passing of the Intergovernmental Relations Framework Act, 2005 with specific reference to the City of Tshwane Metropolitan Municipality. **Fourthly**, it is recommended that the results from the above further studies be incorporated into the author’s findings.

### **3.2 Recommendations Based on the Results of the Study**

In order to further enhance the role of intergovernmental relations and co-operative governance in the facilitation of service delivery in the City of Tshwane Metropolitan Municipality and local government in general, it is recommended that the management of change and the development of human resources interventions be

embarked upon. These interventions are discussed below.

### 3.2.1 Management of Change

With regards to the management of change, organisational development as a change management intervention is recommended. Organisational development (OD) is, in essence, a planned cultural change and it aims to establish mechanisms which encourage senior officials to be more open, participative and co-operative when dealing with problems relating to the implementation of change. Organisational development (OD) strategies are not usually a response to a specific problem, but rather a general approach to the management of change in the longer term. Organisational development has various objectives such as: improved effectiveness in implementing change; greater collaboration between management officials and their subordinates; increased innovation and creativity in solving problems and making decisions relating to change; and reducing conflict and destructive political activity which may arise due to ill-managed change (Thomson, 2002:217-219).

Owens (1991:224) elaborates by writing that the primary goal of organisational development is to improve the functioning of the institution by developing its capacity to make quality decisions regarding its structure, tasks, goals and resource utilisation. The idea of system renewal is embraced in the sense that the institution is not only able to respond to external pressures for change, but also to initiate change and thereby increase its impact on the environment. The concept of organisational development is therefore one of building into the institutional system the conditions, skills, processes and culture that foster continual development over a sustained period of time. It is therefore apparent that organisational development is based on the premise that an institution represents a complex system and that any change in one component of the system will produce compensatory changes in other components. For this reason, change efforts need to be effected in a system as a whole to ensure long-term sustainability.

Schwella (1991:243-244) supports the above and writes that organisational development emphasises interrelatedness of institutional phenomenon. Emphasis is further placed on goal setting and planning as the most important features of managing change interventions. Organisational development is further characterised by its aim of creating an organisational culture that encourages and promotes continuous learning and the generation of knowledge at all levels of the institution. By creating a culture in which feelings and opinions are expressed, where the right to question and challenge is supported by open communication channels, and where those resisting change are encouraged to examine the cause of their resistance, it is likely that unforeseen probable consequences of proposed actions will be included in the planning process and the level of resistance will be reduced (Owens, 1991:233).

Despite the virtues of creating a culture of learning within public institutions, it is noted that there are various constraints imposed by the public sector environment which limit the applicability of organisational development. Public institutions, including those at the local government level, are usually marked by a working culture which concentrates on efficiency and consistency, and tend to adhere to rigid procedures and regulations which may contribute to an inherent resistance to change. As a result, the abovementioned constraints tend to reduce the likelihood that organisational development can be effectively implemented in public institutions. The question in this regard therefore is not whether to introduce organisational development despite these constraints, but rather how to overcome some of these constraints before organisational development can be viable as an intervention.

Cummings & Worley (1993:522-525) mention certain guidelines to be considered when undertaking any form of planned change in the organisation. Firstly, it is proposed that the initial goals set for an organisational development intervention should be both modest and operationally oriented. This implies that instituting organisational development interventions in the City of Tshwane Metropolitan Municipality should commence with realistic goals of a highly operational nature, such as minor improvements in daily functional activities. Early and demonstrable

success in implementing planned change will engender broader support which will be essential at a later stage when attempting to alter basic institutional values. Secondly, where a fundamental change in the organisational culture is not feasible in the short term, organisational development efforts may make use of the existing structures, rules and procedures to achieve desired short term changes. This does not suggest that the status quo be maintained, but that existing structures be used to gradually introduce organisational development efforts. Thirdly, the change efforts at the lower levels of the institutional hierarchy should be easily replicable throughout the system and tangible feedback regarding the process of organisational development should be provided to management officials so as to enhance the overall commitment to such planned change.

An organisational development intervention aimed at facilitating a culture that is conducive to intergovernmental relations and co-operative governance can certainly benefit from taking cognisance of the abovementioned guidelines. In the case of the City of Tshwane Metropolitan Municipality, such an intervention may start with incremental changes at an operational level in one of the municipality's departments. Once the results are obvious from this one department, other departments can, using the first department as a pilot, replicate them. From the above discussion, it can be deduced that the City of Tshwane Metropolitan Municipality and local government in general can benefit from using the principles of organisational development in that the management of change interventions relating to intergovernmental relations and co-operative governance need to be planned for and implemented gradually in order to avoid unintended consequences.

In view of the above, it is recommended that organisational development be used in the City of Tshwane Metropolitan Municipality as a change management intervention in order to create a culture that is conducive to effective intergovernmental relations and co-operative governance and that will in facilitate improved service delivery by the City of Tshwane Metropolitan Municipality and local government in general; and in so doing, certain guidelines as mentioned above be followed in the implementation

of such an intervention.

### 3.2.2 Development of Human Resources

Intergovernmental relations and co-operative governance as a process is ultimately driven by individuals, whether those individuals are officials or politicians. It follows therefore that in order to ensure its success and effectiveness in facilitating service delivery in the City of Tshwane Metropolitan Municipality; the skills, knowledge and perceptions of those individuals should be developed. To this end, public institutions such as local government will need to adopt a strategic framework for the promotion of the comprehensive mobilisation, training and development and the utilisation of human resources (White Paper on Human Resource Management, 1997:37). Given the above, the meaning of human resources development will be explored further.

#### 3.2.2.1 Definition of Human Resources Development

Human resources, unlike other resources, think for themselves. People are, and must remain, the architects of the Reconstruction and Development Programme as it unfolds in the years to come. The provision of opportunities for people to develop themselves in order to improve the quality of their own lives and the standard of living of their own communities is a central objective of the Reconstruction and Development Programme, alongside ensuring that basic needs are met, the society is democratised and the economy grows. Human resources development must address the development of human capabilities, abilities, knowledge and know-how to meet the people's ever-growing needs for goods and services, to improve their standard of living and the quality of life. It is a process in which the citizens of a nation acquire and develop the knowledge and skill necessary for occupational tasks and for other social, cultural, intellectual, and political roles that are part and parcel of a vibrant democratic society.

(African National Congress, 1994:59–60)

Megginson (1981:205) defines human resources development as a systematic process of education, training and growth by which an individual acquires and applies information, knowledge, skills, attitudes and perceptions. Human (1991:251) elaborates by stating that human resources development comprises a process in which ability can increase through the dynamic and complex interaction between the perceived ability and motivation of the individual, as well as the manner in which the individual is managed. From the above definitions it is evident that human resources development is a broad, long-term and continuous intervention that is intended to meet the individual and institutional needs which must ultimately lead to the better delivery of goods and services and a better life for all.

In view of the above, it is recommended that human resources development be approached as an organisational development intervention and that it be implemented in line with the guidelines on the implementation of the organisational development interventions as discussed above. Such a human resources development intervention would initially focus on the development of officials who are primarily playing a facilitation role in the Integrated Development Planning structures such as the IDP Representative Forum and the IDP Steering Committee which in turn facilitate service delivery in the City of Tshwane Metropolitan Municipality. With regards to the human resources development, Nel (1997:97–100) suggests four phases that need to be undertaken to achieve this objective. These phases entail establishing development needs, designing development plans, conducting development activities, and evaluating development plans. Each one of these phases will now be elaborated on.

### 3.2.2.2 Establishing Development Needs

This phase entails the establishment of the development needs of officials within the target group. Such a process would *inter alia* analyse the understanding by officials of the concepts of intergovernmental relations and co-operative governance as enshrined in chapter 3 of the Constitution of the Republic of South Africa, 1996, the

framework of the White Paper on Local Government of 1998, the nature and the role of the various intergovernmental relations structures, the intergovernmental fiscal relations framework, the role of the Financial and Fiscal Commission, and the distinctive features of intergovernmental relations and co-operative governance. Based on the analysis of these human resources development needs, the design of the individual development plans can then commence.

### 3.2.2.3 Designing Development Plans

Based on the development needs identified above, appropriate development plans should be developed and performance standards set accordingly. As per the guidelines on the implementation of an organisational development intervention as stated above, the designing of the individual development plans should not be seen in isolation to the overall strategic plan of the municipality. Fitzgerald (1992:82) further elaborates in this regard by stating that an individual plan is likely to include: a list of one to three measurable and realistic development objectives; a focus on the present job and the future opportunities of an individual; and an action plan by which an individual can be developed and meet the standards required of a future position in the higher echelons of an institution.

### 3.2.2.4 Conducting Development Activities

This phase entails the execution of the individual development plans. This may entail the nomination of officials for management courses, competency based courses, formal education, mentorships, accelerated training programmes, and bursary schemes.

### 3.2.2.5 Evaluating Development Plans

An essential step in the process of human resources development which is frequently



neglected, is the evaluation of the effectiveness of development plans. In evaluating the extent to which development activities have assisted officials in attaining development objectives, attention may be devoted to factors such as: the reaction of officials to development activities undertaken; the degree of learning which occurred; behaviour and attitude changes reflected on the job due to development activities; and tangible results in the form of improved work performance and reduced errors (Megginson, 1981:223).

#### **4. CONCLUSION**

In this chapter the conclusions and recommendations on the whole study were made. **Firstly**, the summary of the research study and its conclusions was done and it was concluded that based on the evidence of the research, intergovernmental relations do facilitate the performance of the local sphere of government with specific reference to the City of Tshwane Metropolitan Municipality; which answers the research question as to whether intergovernmental relations in South Africa facilitate the performance of the local sphere of government with specific reference to the City of Tshwane Metropolitan Municipality

**Secondly**, the hypothesis was discussed and it was concluded that the hypothesis has been proved to be correct. The hypothesis being that: intergovernmental relations in South Africa facilitate the performance of the local sphere of government – with specific reference to the City of Tshwane Metropolitan Municipality. The relationship between the variables was also identified and confirmed.

**Thirdly**, the recommendations based on further research and studies were proposed as well as the recommendations based on the results of the study. With regards to the further research, it was suggested that similar research be done after the passing of an Act of Parliament on intergovernmental relations, and that a similar study be

done on a category C municipality. It was also suggested that a study be done to determine the usefulness of an Act on intergovernmental relations in view of the progress that had been made prior to the passing of the Act. With regards to the recommendations based on the results of the study, organisational development and the development of human resources were recommended as interventions required for the management of change as a result of the introduction of intergovernmental relations and co-operative governance in South Africa.

**Overall**, the study indicates that the suggested answer to the research problem and question is as follows:

“Intergovernmental relations in South Africa facilitate the performance of the local sphere of government in the delivery of services with specific reference to the City of Tshwane Metropolitan Municipality.”

The management of change and human resources development were recommended as interventions that should be used to inculcate the culture of intergovernmental relations in order to enhance its facilitation role in improving service delivery in the City of Tshwane Metropolitan Municipality and local government in general. The study further recommends that future research in this discipline should continue as long as political innovation exists.