



UNIVERSITY OF KWAZULU-NATAL

**POSITIONING LOCAL GOVERNMENT IN GLOBAL
AFFAIRS THROUGH
INTERNATIONAL CITY-TO-CITY AGREEMENTS:
PERSPECTIVES FROM ETHEKWINI MUNICIPALITY.**

**By
Nomcebo Nokulunga Jiyane
211513041**

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the degree of Master of Administration**

**School of Management, IT and Governance
College of Law and Management Studies**

Supervisor: Professor Fayth Ruffin

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DECLARATION

I, Nomcebo Nokulunga Jiyane hereby declare that

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ACKNOWLEDGEMENTS

With the quoted words from the scripture “write down the vision; make it plain to the tablets, so he may run who reads it. For still the vision awaits its appointed time; it hastens to the ends – it will not lie. If it seems slow, wait for it; it will surely come; it will not delay”.

Habakkuk 2: 3.

I would like to thank God for carrying me throughout this journey.

My gratitude also goes to my supervisor, Professor Fayth Ruffin for her academic support that was not limited to normal working hours. I take credit for this work because of everything that she has taught me. I am proud to say that I grew from this journey; I have been transformed and developed academically. Thank you, Prof.

My sincere gratitude is also extended to eThekweni municipality officials and citizens who participated in my study.

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Lastly, I would like to thank my sister Nombuso Jiyane who may not have understood the journey but supported me anyway. Ngyabonga mtakaMah.

DEDICATION

This work is dedicated to baby Sqalo. You hold a very special place in my heart.

ABSTRACT

International city-to-city (IC2C) agreements can be perceived as influential mechanisms for maintaining peace and cooperative learning relationships amongst cities in different nations across various continents. These IC2C agreements include sister-city relationships that were established after WWII to overcome conflicts between nations; this is also referred to as town twinning. In post-apartheid South Africa, eThekweni Metropolitan Municipality in KwaZulu-Natal province has signed approximately sixteen (16) international city-to-city agreements with cities in different countries. These agreements aim to build diplomatic relationships through various areas of cooperation outlined in the partnership agreements and Memoranda of Understanding between the relevant cities. This study traces the development and implementation of IC2C agreements by gauging activities between 2015 and 2017. The study questions whether citizens benefit from these agreements and the role of these agreements in advancing eThekweni as a local actor in global affairs. Finally, the study develops guidelines for a monitoring system for IC2C agreements.

This is a mixed-method study underpinned by transformative and pragmatic philosophical paradigms. Cluster random sampling was used for the quantitative component and purposive sampling for the qualitative component. Data were collected through interviews of three of the four government officials who hold knowledge about IC2C agreements. Of the thirty citizens who participated in some of the IC2C agreements during the study period twenty-five responded to survey questionnaires. SPSS was used to analyse quantitative data while qualitative data in this study were analysed through the integration of content, matrix and thematic analysis. Data source triangulation was performed through primary and secondary evidence. The study found that IC2C agreements do play a role in advancing the eThekweni Metropolitan Municipality as a local actor in global affairs. However, not all IC2C agreements remain active and there does not appear to be a written monitoring system. The study further revealed that, although a limited number of citizens are actively involved in the implementation of the agreements, IC2C agreements have the potential for developing the city of Durban and its citizens. Based on the findings and conclusions, certain recommendations are made, including the creation of guidelines for establishing a monitoring system for IC2C agreements, for which this study provides a foundation. The study provides lessons for other municipalities involved in IC2C agreements.

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ACRONYMS

AU – African Union

CFIR – Consultative Forum on International Relations

CLGF – Commonwealth Local Government Forum

COGTA – Department of Cooperative Governance and Traditional Affairs

DIRCO – The Department of International Relations and Cooperation

DPLG – Department of Provincial and Local Government

EC – Ethical clearance

eTMM – eThekweni Metropolitan Municipality

EU – European Union

eTMM- eThekweni Metropolitan Municipality

IC2C – International city-to-city agreement

IDP – Integrated Development Plan

IGRD – International and Governance Relations Department

IMF – International Monetary Fund

IRU – International Relations unit

IULA- International Union of Authorities

MOU – Memorandum of Understanding

NEPAD – New Partnership for Africa's Development

OAU – Organisation of African Unity

RSA – Republic of South Africa

SADC – Southern African Development Community

SALGA – South African Local Government Association

SDBIP – Service Delivery and Budget Implementation Plan

SDGs – Sustainable Development Goals

SIDA – Swedish International Development Cooperation Agency

SPSS – Statistical Package for the Social Sciences

UCLG – United Cities and Local Governments

UKZN – University of KwaZulu-Natal

UN – United Nations

USA – United States of America

UTO – United Towns Organisation

WW II – World War two

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1 CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

This study examines cooperative agreements that eThekweni Metropolitan Municipality (eTMM) has signed with other cities around the world. These agreements are designed to help build diplomatic relationships through different areas of cooperation outlined in the partnership agreements and Memoranda of Understanding (MOUs). This study considers the influence of international city-to-city (IC2C) agreements on development in eTMM. It also outlines the role these partnership agreements play in positioning eTMM as a competitive actor in global affairs. The background and research problem of this study are outlined in this chapter along with the research questions and objectives. This chapter further highlights and discusses the philosophical worldviews underpinning this study, research design and strategy, and the data analysis employed in this study. Key terms that are frequently used in this study are also defined and the structure of this dissertation detailed before the chapter concludes with a summary.

1.2 Background and outline of the broad research problem

During the post -World War Two (WW II) period, in the late 1940s and early 1950s, Britain initiated town twinning relationships which are relatively equivalent to the United States' sister cities relationships. These were designed to lead the way to international cooperation between countries, but at municipal level. This was expected to avoid future World Wars and create balance by establishing peaceable relations amongst sovereign nations, something which was then later adopted by many African countries in the mid-1960's (Ruffin 2013, p.123). According to eThekweni Municipality IDP (2013-2017, p.400-405), the International Relations unit (IRU) is intended to position the municipality as a participatory player in global affairs. This is done mainly through IC2C agreement partnership programme, donor relations programme, and Africa/NEPAD programme (eThekweni Municipality IDP 2013-2017, p.404). One goal underlying eTMM forging IC2C agreements all around the world is to promote co-operative international engagement for the benefit of both cities and the respective citizenries. EThekweni Metropolitan Municipality has developed quite a number of successful projects which have contributed towards enhancing the economic growth of the city of Durban. These include the Commonwealth Good Practice Scheme project funded by the Commonwealth Local Government Forum (CLGF) to advance the economic development of the city (Ruffin 2013, 123). Through the CLGF, world cities meet and establish sound relationships, which sometimes results in sister cities arrangements. Global governance modalities and international organisations are likewise concerned with maintaining diplomatic relations among nations. For example, Sustainable Development Goal (SDG) number 17 encourages the strengthening and revitalising of global

partnerships for sustainable development. This initiative is also traced down to the African continent where the African Union (AU) aspires to a united Africa that qualifies as an influential global player and partner (AU Agenda 2063, p.2).

International partnerships play a vital role in maintaining peace and avoiding conflicts in the world. The AU Agenda (2063, p.3) envisions Africa as peaceful and secure, hence the organisation supports unity and partnership. The case of the Western Sahara and Morocco serves as evidence that conflicts can only further divide not only the states affected in the conflict but could be further extended to the entire region. According to Syed & Bux Jamali (2018, p.3) The Western Sahara conflict has destabilised regional security cooperation and assistance. The aggression between the two states has been critical in that the whole region has been dragged into a spiteful circle of collective suspicion, counterproductive rivalries and self-defeating policies (Syed & Bux Jamali 2018, p.3). Furthermore, this conflict delays regional cooperation and integration, with vital implications for cooperative security in a part of the world full of major security challenges that require comprehensive regional solutions (Syed & Bux Jamali 2018, p.3).

Nationally, Buxbaum (2014, p.24) argues “there is a growing literature only dedicated to North-North and South-South municipal international cooperation, exploring impacts on local governance and the influence for cities to participate in global economics. However, there is a scarcity of knowledge on this topic in South Africa”. Buxbaum (2014, p. 54) further adds that in sharing the city of Johannesburg’s experience of monitoring and maintaining IC2C agreements, it appears that it is a difficult aspect of municipal international relationships to maintain active and beneficial city partnerships. Based on a study regarding IC2C entered into by the City of Tshwane, Molepo (2018 p. 1040) calls for other studies to consider “a clear modality of creating relations with other towns” and implementation of such agreements must accomplish the stated objectives. There are numerous factors affecting the implementation of formal MoUs. Sustaining partnerships may at times benefit from a team of dedicated officials who can maintain interaction and follow up with partner cities to ensure commitment to objectives (Buxbaum 2014, p. 54). Buxbaum (2014, p. 54) goes on to explain that “some partnership objectives have been unachievable due to a lack of capacity to implement, making them inactive or dormant”. Inactivity of IC2C agreements could disrupt eTMM’s involvement in carrying out global and regional mandates such as the United Nation’s SDGs (United Nations 2019, p.56) and the African Union’s Agenda (Agenda 2063, p.2).

1.3 Narrow statement of the problem

The IGRD of eTMM has a responsibility to promote, develop and implement international, national and local citizenship relationships. The key mandate of this IGRD includes creating a positive international profile of eTMM in a sustainable and coordinated manner (The official

website of eThekwini Municipality, 2011). According to the eThekwini Municipality Integrated Development Plan (IDP) (2013-2017), the IRU is intended to position the municipality as a participatory player in global affairs, mainly through an IC2C agreement partnership programme, a donor relations programme, and Africa/NEPAD programme (eThekwini Municipality IDP 2013-2017, p.405).

Although eTMM has established good relations with various cities in the world, the evidence from eTMM's IGRD shows lack of project and programme implementation. Broadly, failure to cultivate and promote these partnerships may lead to eThekwini being a stand-alone city with no terms of reference for growth or development. This could severely affect the citizens and derail industrialisation in the city. This is problematic because, in a global era, geographical boundaries are less important when it comes to cross-border collaboration, especially at sub-national levels. Another problem is the lack of clear implementation strategies in the MOUs between cities which were reviewed by the researcher during her employment at eTMM. Nor does there appear to be a written monitoring system for tracking the progress of IC2C agreements. In light of the research problems associated with implementation and monitoring of IC2C agreements, the researcher formulated certain research questions and objectives which are next delineated.

1.4 Research questions and objectives

The research questions and objectives in this study emanate from the research problem which emerged from the literature reviewed in this study. The research questions and objectives are shown in Table 1-1.

Table 1- 1: Research questions and Research objectives

Research questions	Research objectives
How does the eThekwini Metropolitan Municipality develop and implement International City-to-City agreements?	Determine how eThekwini Metropolitan Municipality International City-to-City agreements are developed and implemented.
To what extent do International City-to-City agreements help benefit eThekwini Metropolitan Municipality citizens?	Discover whether eThekwini Metropolitan Municipality citizens benefit through International City-to-City agreements.
How do International City-to-City agreements advance eThekwini Metropolitan Municipality as a participatory local actor in global affairs?	Examine the role of International City-to-City agreements in advancing eThekwini Metropolitan Municipality as a participatory local actor in global affairs.
What type of guidelines will facilitate a monitoring system to improve eThekwini Metropolitan Municipality International City-to-City agreements?	Develop guidelines for a monitoring system based on analysis of primary and secondary data from the study.

The following section discusses the philosophical worldviews underpinning this study. These were selected in view of the research problem, research questions and research objectives of the study.

1.5 Research Paradigms/Worldviews, Research Design and Methods

The philosophical worldviews adopted to underpin this study are the transformative and pragmatic paradigms. One of the main purposes of the transformative paradigm is to empower people and transform societies. These paradigms suggest, “that knowledge is true if it can be turned into practice that empowers and transforms the lives of the people” (Chilisa & Kawulich 2012, p.5). Pragmatism is characterised by an emphasis on communication and shared meaning-making to create practical solutions to social problems (Baker 2016, p.322). The employment of these worldviews assisted the researcher to explore different views both from the municipal officials involved with establishing and implementing IC2C agreements as well as citizens who are receiving the service from the municipality through the IC2C agreement.

Mixed methods were utilised to carry out the data collection and analysis process in this study. A mixed-methods research design was employed in this study to adduce evidence that addresses a research problem where either quantitative or qualitative approaches alone would be insufficient (Creswell 2007, p.89). The overarching strategy is a case study (Creswell 2013, p.32). The case in this study is eTMM’s IGRD. The units of analysis are the IC2C agreements active between 2015 and 2017. Within the case study, the mixed-method design was carried out concurrently. The concurrent strategy is simultaneously undergirded by pragmatist philosophy. The use of the concurrent strategy in this research appeared to be the most effective in terms of time and resources. According to Creswell (2013, p. 66), “concurrent timing occurs when the researcher implements both the quantitative and qualitative strands during a single phase of the research study”.

During data collection, citizens were asked to respond to survey questionnaires and municipal officials were asked to respond to interview questions. Quantitative data were analysed through statistical software called Statistical Package for the Social Sciences (SPSS) and interpreted through graphical representations such as tables, bar graphs and pie charts (Moon 2016, p.17). Qualitative data were analysed through content, matrix and thematic analysis where the researcher classified the data collected into categories, patterns and themes to achieve accurate analysis.

1.6 Significance/ Importance/ Contribution of the Study

The contribution of this study is essential to the academic arena and the governmental context as this study focuses on addressing the knowledge gap of implementing and monitoring IC2C agreements in eTMM. It is important to note that the study of this magnitude has never been conducted in South Africa as Molepo (2018, 1040), Buxbaum (2014, p.9), and Ruffin (2013, p.124) stated that there is scarcity of literature on IC2C agreements in Africa. While these scholars thoroughly investigated the influence of IC2C agreements in our communities, none of them attempted to develop a monitoring system to enhance the efficiency of these agreements in our

municipalities. The findings and the development of guidelines for a monitoring system in this study could be benchmarked with other municipalities as well as provincial and national departments. Then, the knowledge obtained can also help examine the influence that local and international stakeholders together have on the growth of local organisations and institutions whilst promoting social cohesion amongst citizens in different nations.

1.7 Ethical considerations

The researcher acquired ethical clearance (EC) from the University of KwaZulu-Natal (UKZN) to ensure that all ethical procedures were followed. The participants were given an informed consent letter to assure voluntary participation and to ensure that they were aware that they may withdraw from the study at any time. Their personal information was held confidential and their participation in the study remains anonymous.

1.8 Delimitations of the study

The researcher set certain parameters to delimit in the study in line with a full research master's dissertation. Although the study focussed on agreements that the municipality signed with international cities within and outside the African continent, the study does not include participation from individuals living in the cities with which eTMM partners. This was due to resource and time constraints. Understanding implementation practices from the perceptions of eThekweni employees and citizens was regarded as being able to provide sufficient information on how to construct implementation strategies and monitoring guidelines for the IC2C partnerships.

1.9 Key Terms and Definitions

Table 1-2 depicts the key terms and definitions used in this study.

Table 1- 2: Definitions of the key terms used in this dissertation

Key terms	Definitions
International city-to-city agreement	Sister cities and IC2C agreements are two common words utilised to define the cooperative agreements between countries, cities and towns in geographically and politically distinct areas to cultivate cultural and commercial ties (Vombathkere 2014, p.3).
Memorandum of Understanding	A memorandum of understanding (MoU) is a formal document describing the broad outlines of an agreement that two or more parties have reached through negotiations. It is not a legally binding document but signals the intention of all parties to move forward with a contract (Kenton 2019, no page number).
Treaty	Treaties are written agreements between sovereign states (or between states and international organisations) governed by international law (U.S Department of State, 2018).
Local government	Local government is an institutional and legal organisation that ensures that people within a given territory act collectively to ensure their welfare (Ndreu 2016, p. 5). It is a government that provides more immediate kinds of services to citizens, e.g water supply, garbage pick-up, street maintenance, and education. (Gutierrez 2015, p.1).
Sub-national government	Sub-national government refers to the second level of government (state or province) or to a third level (municipalities) (Gutierrez 2015, p.1).

1.10 Structure of the dissertation

Chapter one: Introduction and Background

Background and outline of the research problem are provided in this chapter. This chapter also provides the research objectives and questions of this study.

Chapter two: Exploring International City-to –City activities in a Global, Regional and Local Context

Literature relating to global and local affairs as well as IC2C agreements are provided in this chapter. The chapter also presents the conceptual framework guiding this study.

Chapter three: Research Design and Methods

This chapter provides information about how data was collected and what methods and tools were used to collect data in this study.

Chapter four: Data Presentation and Analysis

This chapter provides a case context of the study and presents and interprets primary and secondary data collected during this study. It also highlights guidelines for developing a monitoring system for IC2C agreements.

Chapter five: Findings, Conclusions and Recommendations

The conclusions and results of the data analysis together with proposed solutions to address the discovered issues are covered in this chapter.

1.11 Chapter summary

This chapter outlined the background and research problem of this study arising from the literature review. It showed a knowledge gap pertaining to implementation and monitoring of IC2C agreements in eTMM. This chapter also provided the objectives and research questions of the study in terms of what the study is aiming to achieve. The chapter also provided a brief discussion on how the study was carried out in terms of the research approach and methods before indicating key terms and definitions and the structure of this dissertation.

2 CHAPTER TWO: EXPLORING INTERNATIONAL CITY-TO – CITY ACTIVITIES IN A GLOBAL, REGIONAL AND LOCAL CONTEXT

2.1 Introduction

Literature in this chapter is reviewed to assess what other researchers and scholars have discovered from the past years concerning IC2C agreements in local government. This was done to help identify research gaps. The literature on IC2C agreements is studied across the spectrum from a global context to a local (South African) context to compare and contrast global trends that have worked and have not worked for local government to be an active player in global affairs. This chapter also discusses the South African legislative framework supporting the development of IC2C. A number of theories that led to the construction of the conceptual framework of this study are also elaborated in this chapter. The chapter further presents scholars' arguments on the role played by IC2C in global affairs and citizens' participation in programmes emanating from IC2C agreements. Monitoring of IC2C agreements is also unpacked in this chapter, followed by the conceptual framework which serves as navigation towards the research findings of this study.

2.2 Global Governance and International Organisations

A shift from public administration to governance seems to have created opportunities for most countries to participate in markets and activities in the global arena including South Africa (Louw 2012, p. 92). This transition took place due to various reasons, including the fact that Public Administration was limited to only administration and neglected to indulge in the broader scope of government activities and function that mostly impact the institutions. Furthermore, public administration seemed to ignore the development dimension of studying government, especially on issues affecting international relations of a government (Louw 2012, p. 92).

According to Rhodes (2017, p.8), governance is defined as the manner in which institutions exercise collective control and influence. It is the exercise of political power to manage a nation's affairs locally and globally (Rhodes 2017, p.8). Governance was popularised by the main supporters and financiers of development, the World Bank and the International Monetary Fund (IMF), in the 1980s after realising that the macroeconomic and fiscal policy reforms as applied to developing countries failed to produce the expected economic outcomes. This initiative afforded countries in the world the opportunity to collaborate through international organisations such as the Commonwealth Local Government Forum (CLGF) in order to achieve economic development (Louw 2012, p. 94).

Just like the inception of IC2C agreements, global governance was motivated by World War II. Dating back to the 1940s where 45 countries met in San Francisco in the United States (US) to conceptualise new ways of building international community due to the world chaos resulting from the wars that were taking place in Europe which affected almost the entire world (Held 2017, p.2). From this conference, the mother of all international organisations the United Nations (UN) was founded for the enforcement of peace in the world (Held 2017, p.2). Although states are primary actors in global affairs, global governance theory emphasises the importance of institutional and/or international organisations in international relations (Ozgercin & Weiss, No year, p.2). International and global governance is largely accomplished by means of international organisations, including non-state actors (Dwivedi 2012, p.188).

In liberalism, international organisations are believed to be able to create a platform for states to interact with one another with a view to establishing shared norms and a platform to solve common problems. Hence, international organisations have been proven to play a positive role in coordinating international relations, to the extent that they have influence in domestic policy-making (Dwivedi 2012, p.189). Although when speaking of international organisations, it is usually assumed that organisations falling under the UN are more prominent. It is worth noting that there are a quite a number of international organisations that exist in different countries from the local, national, and regional, to the global arena (Mayanja 2009, p.43).

In the case of this study, international organisations that influence and promote the development of IC2C agreements were observed. The United Towns Organisation (UTO) founded under the UN is one of those organisations. The UTO was conceived in 1957 with the objective of promoting international cooperation between cities (An Interim Report prepared as a contribution to discussions on decentralised cooperation at the IULA/UTO Unity Congress 2001, p.3). Thus, UTO has successfully acted as a pilot in city partnerships where a number of IC2C agreements have been created and cultivated within the ambit of the organisation.

The role of International Union of Authorities (IULA) as one of the largely recognised international associations of local government has also been observed in this study. IULA was established in Netherlands in 1913 with an aim to promote democratic local government that works together towards the development of the international community (Kehoe 2009, p.113). Metropolis was later founded in 1985 in Paris with an intention to bring together representatives of major metropolitan areas around the world. This was initiated with an aim for metropolitan municipalities to share experiences and come up with solutions on common problems in urban development (SA Municipal International Relations Policy 1999, p.27).

The Commonwealth Local Government Forum (CLGF) established in 1994 advocates and promotes collaborative efforts between elected local governments around the commonwealth,

especially in Africa (Slack 2008, p.133). CLGF seeks to promote good practices and identify expertise and knowledge which can be shared amongst African municipalities to support learning and strengthening systems (Slack 2008, p.134). Furthermore, CLGF uniquely brings together national associations of local government and individual councils, ministries responsible for local government and training and research institutes with an interest in local government, on a common platform (Slack 2008, p.134).

In Sweden, an organisation called the Swedish International Development Cooperation Agency (SIDA) was also established and it focuses on city agreements between local government in Sweden and countries of the South that comprises Africa, Asia, Middle East and Latin America. This is one of a number of international organisations that focuses on funding several types of programmes and projects aimed at improving local government (Andreasson & Konigson 2003, p.1). Consequently, funded programmes are identified by Swedish municipalities and their foreign counterparts through observing city reputation in their cooperation history with one another (Andreasson & Konigson 2003, p.1).

The 17th goal of the SDGs, namely “Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development”, is gaining momentum and support through international cooperative agreements signed between countries and cities (The Sustainable Development Goals Report 2019, p.56). The interlinkages and integrated nature of the SDGs are of crucial importance in ensuring a developing and collaborative world (The Sustainable Development Goals Report 2019, p.57).

2.3 Regional Governance and International Organisations

Regionalism refers to the collaboration of states in one region which influences cooperation even at a local government level. The concept of regionalism involves the cooperation of states, sub-nations, and world regions and it usually has influence beyond the particular region of origination (Higget 2005, p.15-16). In Europe, the concept of regionalism has been proved to be very influential in the construction of a new, more balanced world order through the inception of a regional organisation, the European Union (EU) (Higget 2005, p.15-16).

It is worth noting that the role of regional organisation in promoting IC2C agreements has been recognised in the international community. One cannot ignore the strong tendency towards networking arrangements at all levels of governance shaped by regional organisations. Thus, states have further shown a desire for collective action through forms of regional cooperation to counter the adverse effects of globalisation to increase benefits gained by participating actors in global affairs (Higget 2005, p.16).

The EU has built a strong bridge for European cities to establish international partnerships; hence inter-regional cooperation has increased in both the scope and density of the agreements (Higgot 2005, p.17). The concept of IC2C agreements emerged as a strategy for regional collaboration groups such as the EU (Matsiliza, Nzewi, & Zwane 2018, p.18). Member states that belong to a regional organisation like the EU ensure that their local economies are aligned with their regional goals to enhance their local and state economy through IC2C agreements. Thus, South Africa has shown interest in regionalisation and took the initiative to be a participating member in African regional organisations such as the SADC with the idea of establishing strong cooperative relationships through the platform of IC2C agreements (Matsiliza, Nzewi, & Zwane 2018, p.18).

Regionalism has not only been a European phenomenon and the growing linkages between different regional integration schemes have been evident almost in all the world's continents (Higgot 2005, p.16). The first-ever African regional organisation, the Organisation of African Unity (OAU) was formed in 1963 and comprised 32 African countries. Its main objective was to facilitate peace in the African continent and fight against colonialism. Although this organisation succeeded in decolonising most African countries it failed to resolve Africa's social, economic, and political problems (Siradag 2012, p.233). The African Union (AU) was then launched with the purpose of promoting and strengthening collaborative relationships in Africa where opportunities to promote peace, trade, and solidarity were given priority, with the aim of bringing about positive change in African societies (Siradag 2012, p.233). The key aspirations of the AU namely, a peaceful and secure Africa, an Africa that is strong, united, resilient, and influential global player and partner, serves as evidence that the AU supports and encourages partnerships of states and cities in the continent (Agenda 2063, p.2). The AU encourages partnership of local government in the continent for efficient service delivery arrangements within a particular regional area of jurisdiction (Matsiliza, Nzewi, & Zwane 2018, p.27).

The declaration and treaty of the Southern African Development Community (SADC) that was signed in Windhoek, Namibia in 1992 marked the beginning of a significant journey for Southern African countries. One of the central objectives of this treaty was to foster genuine and equitable regional integration by supporting collaborative partnerships in the Southern region (Declaration and Treaty of the Southern Community 1993, p.2). SADC heads of state realised that a regional networking infrastructure is crucial in facilitating collaborative exercises, such as a twinning programme, to ensure continuous cooperative programmes between states (United Nations Office on Drugs and Crime Regional Programme 2013 – 2016, p. 9).

2.4 International Relations Theories

During the apartheid regime, South Africa was isolated from a lot of platforms of development, including any form of international engagement. According to the South African Municipal

Relations Policy (2008, p.5), the transition from the apartheid to a democratic government in South Africa enabled the country and its metropolitan cities to participate in various activities regarding international engagements. This resulted in local government in South Africa establishing cooperative relationships with other cities all around the world with the aim of benefiting the communities that they serve.

Amongst International Relations theories, the researcher in this study discusses liberalism because the theory emphasises the importance of citizens' involvement in governance, as states and sub-nations are a collective representation of their citizens in international affairs (Mcglinchey, Walters & Scheinpflug 2017, p.23). Hence, one of the main objectives of this study was to discover whether eTMM citizens are involved in IC2C agreements. In liberal states, citizens have a free and fair platform to appoint their government through elections, and political power in such states is divided amongst different levels of government to allow balances in the use of power, which makes them democratic countries (Mcglinchey, Walters & Scheinpflug 2017, p.23). This is also the case in South Africa where citizens have the right to elect the ruling party that will be in power and responsible for service delivery in their communities. Political power in South Africa is also divided amongst three spheres of government, including local government, in order for the ruling party to easily reach and assess the needs of its citizens.

On one hand Liberalism is a school of thought where the government's main goal is to ensure its citizens' right to life through access to all means of development. Democratic states on the international stage perceive each other as unthreatening and legitimate and therefore have a higher capacity for cooperation with each other than they do with non-democracies (Mcglinchey, Walters & Scheinpflug 2017, p.23). On the other hand, realism is school of thought that explains international relations in terms of power (Falode 2009, p.2). Realists believe that the international system is anarchical where only states with political power dominates the international community (Falode 2009, p.3).

There are two different major types of liberalism. On one hand, classic liberalism advocates civil liberties and holds a belief that state intervention in the economy is coercive power that restricts the economic freedom of individuals (Shaw 1916, p.361). On the other hand, social liberalism argues that governments are responsible for playing an active role in promoting the freedom of its citizens. They further believe that freedom only exists when citizens are empowered in terms of education and free from poverty (Shaw 1916, p.363). According to social liberals, freedom can be ensured only when the government is able to guarantee the right to education, health care and opportunities to empower its citizens. The researcher in this study engages social liberalism in order to help answer some of the research questions of this study.

The end of apartheid in South Africa which resulted in the country becoming a democratic state has afforded local government, specifically the eTMM in this study, the opportunity to build sustainable cooperative relationships with other municipalities throughout the world. Figure 2-1 shows the structure of the liberal state:

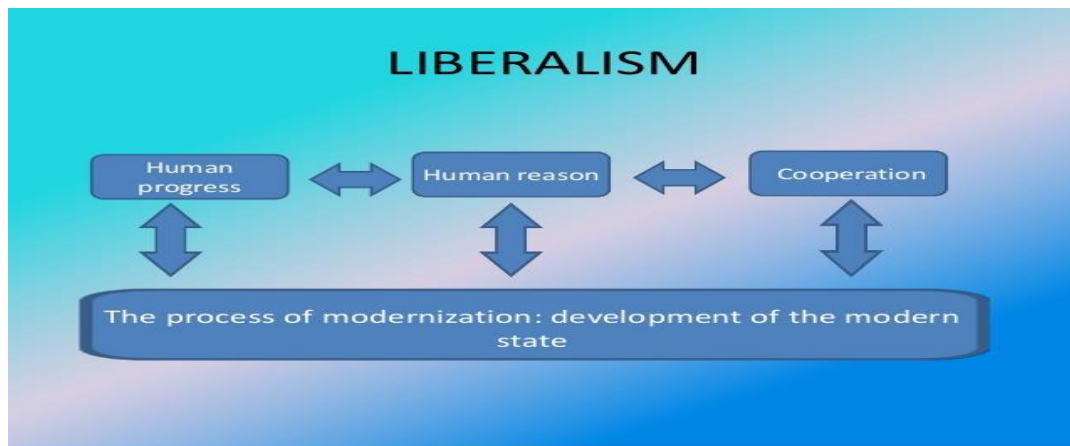


Figure 2- 1: Structure of the liberal state

Source: (Lanuza 2013, p.7).

The diagram shows the belief articulated by the philosopher John Locke in the 17th century that international relations can be a mechanism for cooperation rather than conflict and wars. Furthermore, this mechanism of liberalism focuses on human or citizens' progress through cooperation (Lanuza 2013, p.5).

2.5 International Cooperation Theory

According to Realism theory, the international system is anarchic, whereby actors participating on the global stage have no formal governance and no established hierarchy and are only involved in international engagements with a selfish objective to serve their national interest. International Relations theory, on the other hand, argues that states and sub-nations nowadays are involved in global affairs for all the good reasons, which include activities and programmes that aim to benefit them in a number of development aspects including social and economic areas. Thus, "International Cooperation theory disproves the realist assertion that cooperation under anarchy is impossible without hegemony", meaning that international community where cooperation is prioritised is possible without any form of leadership in global affairs (Dai, Snidal & Sampson 2017, p.3).

EThekweni Metropolitan Municipality is pursuing the goal of promoting itself as a local government that is capable of participating in global affairs. The municipality aims to achieve this goal through a designated unit within its International and Governance Relations department which is a custodian department for the facilitation of programmes arising from IC2C agreements

(eThekweni Municipality IDP 2018/19, p.531-533). International Cooperation theory assumes that states act according to a more general conception of rationality, meaning simply that they are consistent in pursuing their goals (Dai, Snidal & Sampson 2017, p.3). In International Cooperation Theory, nations, cities, and nongovernmental organisations work together to achieve common goals that intend benefits to both parties.

Reciprocity, as one of the elements of International Cooperation theory, outlines the key guidelines involved between two (2) states or cities when forming partnerships, such as a clear description of benefits for the actors in the contract. As a result, reciprocity forms part of the conceptual framework underpinning the study described here, as one of its objectives is to determine how IC2C agreements are developed and implemented, meaning discovering what the requirements are for the successful development and implementation of these agreements. International city-to-city agreements are fostered through formal agreements where reciprocity is a fundamental element to determine areas of cooperation between cities entering into a cooperative agreement. Reciprocity is an important advantage of municipal cooperation as it can lead to sustainable relationships that are easy to monitor (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2015, p.9).

Enhanced reputation as a result of the successful development of IC2C agreements provides a related mechanism, which determines the future of actors in the global community and guides their behaviour through their interactions (Dai, Snidal & Sampson 2017, p.3). Reputation as another element of International Cooperation theory also makes up the conceptual framework of this study as the study aimed to develop a monitoring system for eTMM. The development of a monitoring system was essential in this study so that the reputation of each city that eTMM is in partnership with can be observed, and this framework was a map towards the development of the system.

2.6 South African Legislative Frameworks

The development and implementation of the IC2C agreements in South Africa are directed by different legislation and policies, including the Constitution of the Republic of South Africa (1996), The White Paper on Local Government (1998), and South Africa's Municipal International Relations Policy (2008). The adoption of these agreements in South African metropolitan municipalities is also guided by Municipal Integrated Development Plans (IDPs), which vary from municipality to municipality depending on the objectives of each municipality. Each of the pieces of legislation governing the IC2C agreements is discussed in the following sections of this chapter.

2.6.1 The Constitution of the Republic of South Africa (1996)

Section 231 of the Constitution mandates the negotiation and development of international agreements in two (2) categories. The State Law Advisor determines which category a particular agreement falls under.

Section 231 (3) of the Constitution requires National Executive approval for the signing of an administrative or technical international agreement.

In terms of Section 231 (3) South African government institutions, including local government bodies, can partake in the signing of international agreements without parliament's approval. Administrative or technical international agreements are the type of partnership arrangement that does not entail any ratification or accession, meaning that an agreement can be fostered without the approval of parliament, but it is essential that it be tabled in Parliament after the signature. When these types of international agreements are signed, the following elements are taken into consideration, with the aim of determining whether the agreement falls under the domain of Section 231 (3) of the Constitution:

- The content is department specific
- There are no major political or other implications involved
- No parliamentary approval for ratification or accession is required
- There are no extra-budgetary financial implications
- There are no legislative implications and domestic law is not affected.

Flowchart A, on overleaf, shows the procedure that is followed when signing international agreements within the ambit of Section 231 (3) of the Constitution.

Flowchart A

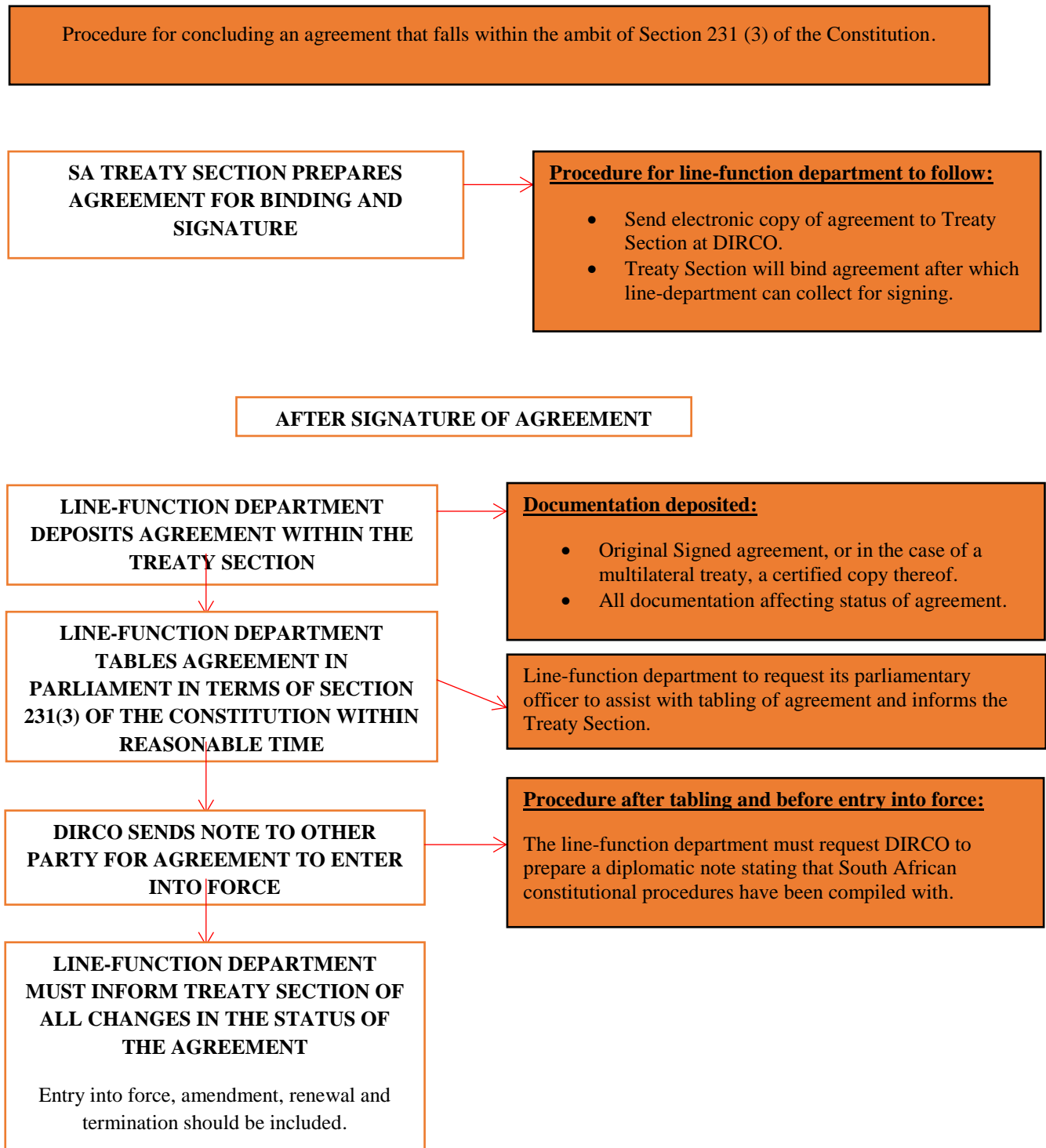


Figure 2- 2: Flowchart showing the procedure of signing international city-to-city agreements within the ambit of Section 231 (3) of the Constitution.

Source: Directive for the conclusion of international agreements, DIRCO (2019, p.60).

Section 231 (2) of the Constitution requires Parliamentary approval for the signing of a state binding international agreement.

In terms of Section 231 (2) of the Constitution, Parliament's approval is required for the Republic to enter into an international agreement. The following elements are observed in order to determine whether the international agreement falls under the domain of Section 231 (2):

- May require an additional budgetary allocation from Parliament;
- Has legislative or domestic legal implications;
- Requires ratification in terms of the international agreement itself;
- Requires accession in terms of the international agreement itself;
- Where there are no departmental specifics but includes the functions of more than one-line function-department; and
- Has major political involvement and other significance.

In terms of the various categories outlined above, it is safe to assume that the signing of IC2C agreements falls under the ambit of Section 231 (3) of the Constitution, where the signing of international agreements does not require Parliament's approval.

Flowchart B on overleaf presents the procedures that are followed when signing international agreements that fall under the ambit of Section 231 (2) of the Constitution.

Flowchart B

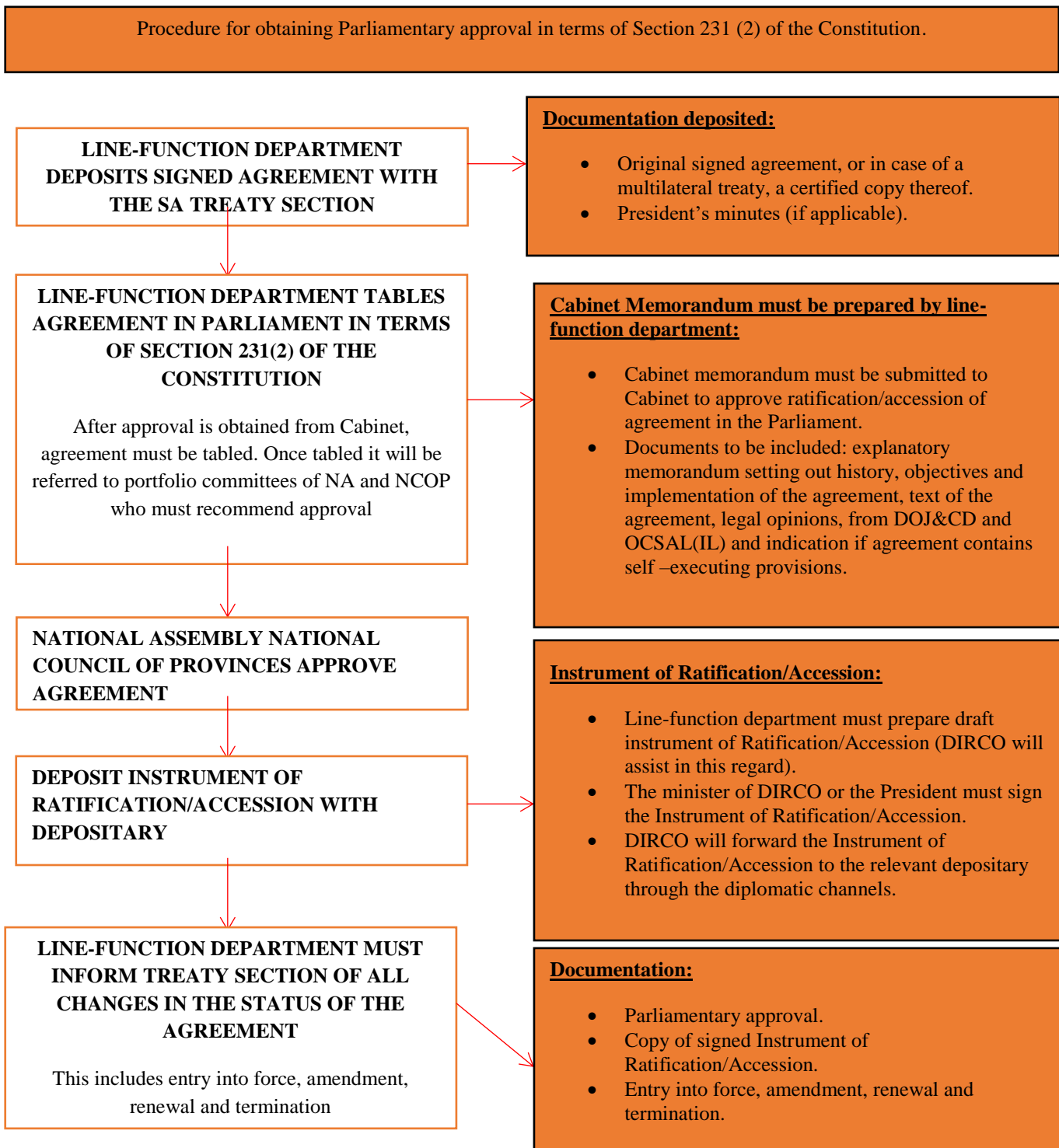


Figure 2- 3: Flowchart showing procedure for the signing of international agreements falling under the ambit of Section 231 (2) of the Constitution.

Source: Directive for the conclusion international agreements, DIRCO (2019, p.61).

2.6.2 The White Paper on Local Government (1998)

It is mandated in the White Paper on local government (1998) that local government level can engage with other municipalities outside their borders through a variety of inter-municipal cooperation mechanisms, including IC2C agreements which enforce collaboration and learning exchange of experiences, and investment projects. In South Africa, very little attention has been given to municipal international relations, due to the country's historical isolation through colonisation and apartheid. Democracy has led and enabled South Africa to participate in international linkages where IC2C agreements can be initiated and implemented in order for South African municipalities to be participatory government in global affairs (The White Paper on Local Government 1998, p.48-49).

2.6.3 South Africa's Municipal International Relations Policy (1999)

Since South Africa's successful transition to democracy, local government in South Africa has started to partake in global affairs with its counterparts internationally through formal cooperative agreements (IC2C agreements). Thus, local government in South Africa has been participating in exchange programmes that were created to strengthen relationships formed through these agreements with the intention of generating considerable benefits for South African municipalities and the societies they serve (SA Municipal International Relations Policy 1999, p.4).

Municipalities should consider the following principles and guidelines for successful Municipal International Relations (MIR):

- MIR should develop and support stronger relationships with developing Southern hemisphere countries;
- MIR should help strengthen developing countries' influence on global policymaking;
- MIR should promote an international culture of human rights, global solidarity, and understanding.

2.6.4 eThekweni Municipality Integrated Development Plan (IDP)

eThekweni Metropolitan Municipality developed eight (8) point plans in its Integrated Development Plan (IDP) which facilitate the implementation of the municipal goals in service delivery. One of the plans of the municipality in its IDP is to promote good governance and responsive local government that is able to participate in global affairs. The municipality designed a unit within its departments to ensure facilitation of international relations programmes where positioning of eTMM as a participatory actor in global community is the main objective. This objective is implemented mainly through IC2C agreements and Africa/NEPAD programmes (eThekweni Municipality IDP 2018/19, p.531-533).

2.7 The White Paper on Local Government (1998) and Collaboration Theory

Collaboration theory emphasises the importance of interaction between groups or actors, in this case, states and sub-nations to create a shared understanding that neither of the groups would have achieved in isolation or on their own (Montiel-Overall 2005, p.1). In collaboration theory, states prioritise meeting their communities' demands through cooperative relationships of mutual benefit. Consequently, it is argued that states and sub-nations obtain satisfaction of their economic, cultural, and political needs through collaboration with their counterparts (Guetzkow 1957, p.15). Collaboration plays a significant role in conflict resolution amongst states, and advances shared visions, where stakeholders recognise the potential advantages of working together (Jamal & Getz 1995, p.186).

One of the South African mandates in the White Paper on local government (1998) is to provide support for local government to be able to engage and interact with other municipalities outside their borders through a variety of inter-municipal cooperation mechanisms, including IC2C agreements, which enforce collaboration and learning exchange of experiences, and investment projects (The White Paper on Local Government 1998, p.48-49).

2.8 The origin of twinning agreements

The international city-to-city agreement is one of the oldest world movements, dating back to the 9th Century and originated from Europe when Paderborn, a city in Germany formed a sister city relationship with LeMans, France (City of Vaughan Economic Development Strategy 2009, p.58). Asuka Ogawa (2012), also confirms that “the earliest form of friendships and cross-cultural partnerships between distant communities is said to be the one between the German city of Paderborn and the French city of Le Mans established in 836”. The ancient practice of IC2C agreements that was invented in Western Europe after the World War II had been considered as one movement in history to ever involve various countries and their sub-nations partaking in long-term international activities and defining their interest on the international stage (Ogawa 2012, p.5).

The concept of twinning was more popular in North-North countries, and North-South cooperative arrangements only started to emerge from a completely different setting in the late 1970s, when Britain's development community was growing and fragmenting (Clarke 2012, p.11). Amazingly, nowadays IC2C agreements have expanded and linked together over 30,000 cities in Europe, and collaboration work of local government and Sister Cities International has promoted the establishment of cooperative arrangements in more than 700 societies throughout the world; this is a result of the cooperative collaboration between the European continent and the Africa Global Sister Cities Foundation (Ruffin 2013, p.123).

Zelinsky (1999, p.6) alludes to the fact that international-city-to-city agreements were already existing by 1940, and the major movement that catalysed it was WWII where a number of relief organisations were established to maintain peace and facilitate orders of reconciliation. Peace-making organisations such as Bundles for Britain, Russian War Relief, and American Aid to France. were initiated where one of the longest surviving twinning agreements was developed between Vancouver and Odessa in the early 1940s (Zelinsky 1999, p.6). As a result of the birth of these peace-making organisations in Europe, a number of community leaders from the war camps at the time learnt their lesson from these organisations. Therefore, the practice of twinning was increasingly inclined towards facilitating reconciliation orders and establishing active IC2C relations between municipalities, initially in France and Germany, and later in other countries and cities (Zelinsky 1999, p.7). The concept of the cooperative arrangement, commonly known as IC2C agreements, was adopted by many countries and their cities with an intention to promote peace and reconciliation activities by bringing together countries and cities that were victims of World War II (Furmankiewicz 2005, p. 2).

Renske Graafland-Boersma (2015, p.5) observes that IC2C agreements were rapidly recognised post- World War II. This war served as an inspiration for many countries to establish meaningful relationships amongst each other to ensure that such wars never take place again in the world. Hence, the concept of IC2C agreements was perceived as a driving tool to facilitate peace and strengthen international relations (Graafland-Boersma 2015, p.5). The City of Vaughan Economic Development Strategy (No year, p.59) argues that “nowadays, however, the advent of globalization has led some theorists to suggest that the declining power of national governments in a globalized economy allows towns and cities to once again reassert their influence, and to establish productive international partnerships between cities even when they are geographically separated”.

2.9 The adoption of international city-to-city agreements in South Africa

Local government was founded under the South African government through a “wall to wall” local government that was introduced by the Constitution of the Republic of South Africa (1996). The establishment of this sphere of government in South Africa was one of the historical evolutions of democracy. As a result, local government was promoted as an independent sphere of government with a right to govern on its own initiative. Subsequent to the implementation of the Constitution resolutions, a comprehensive policy was designed to support the newly established local government initiative and vision. The development of this policy led to the development and adoption of the White Paper on Local Government by Cabinet in March 1998 (South African Local Government Association website 2017).

The White Paper focused on spelling out a framework that would transform local government and make it fit to participate in and engage with the global community which included the adoption of the signing of treaties and twinning agreements between South African municipalities and international municipalities. Till this day, the developmental mandate of local government to establish and cultivate relationships with other world actors in global affairs is operational through the country's eight metropolitan municipalities (South African Local Government Association website, 2017).

The intergovernmental framework was then initiated by the national cabinet in 1998 under the Department of Cooperative Governance and Traditional Affairs (COGTA), formerly known as the Department of Provincial and Local Government (DPLG). The aim behind the establishment of an intergovernmental process was to facilitate the coordination of international relations in various spheres of the South African government, including management and coordination of international incoming and outgoing visits (Nganje 2016, p.26).

Consequently, the national cabinet cluster on International Relations, Peace and Security working collaboratively with the Department of International Relations and Cooperation (DIRCO) facilitated discussions with pertinent actors in all three spheres of government to inform them about the new constitutional resolutions, and this resulted in the development of the Measures and Guidelines for Enhanced Coordination of International Engagements (Nganje 2016, p.27). This further led to the drafting of a policy framework that was solely responsible for the coordination of international relations in South Africa. This policy was approved and successfully adopted by the then national cabinet in November 2008 (Nganje 2016, p.27).

The Consultative Forum on International Relations (CFIR), which is an intergovernmental forum established under the policy framework, comprises civilians at a senior level from all three spheres of government and is sponsored by DIRCO to sit at least twice annually with the purpose of tackling issues concerning the governing of international relations in South Africa. Initially, CFIR motivated the adoption of IC2C agreements by promoting the facilitation of information sharing, manageable coordination of international visits, and educating the relevant government officials of three spheres of government on South Africa's foreign policy (Nganje 2016, p.).

EThekweni Metropolitan Municipality then took the initiative to participate in the world-changing game by forming cooperative agreements with different cities all across the world, guided and influenced by the Millennium Development Goals of the Commonwealth Local Government Good Practice Scheme which promotes the sourcing and equipping of international relations practitioners with skills to boost and improve the performance of local government in global affairs (CJLG 2012, p.151).

The rationale behind forming IC2C agreements in eTMM was to introduce and promote the city's interest in the global community, and to develop and facilitate meaningful relationships that produce different opportunities to match the needs of the community being served by the municipalities while tackling issues concerning urbanisation to promote sustainable urban development (Ezasegagasini Metro Newspaper 2017, p.1). Although local government has been given the constitutional right to govern on its own, it is constantly supervised by DIRCO and warned not to dent the country's good reputation in the international community (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.14).

2.10 The development and implementation of international city-to-city agreements

Twin town or IC2C agreements are borne out of legal agreements between local governments that are geographically apart and politically distinct but have the same interest in pursuing people-to-people exchanges to foster understanding and cooperation (Roldan 2018, p.503). International city-to-city agreements usually arise between neighbour countries and cities sharing cultural and historical links. This partnering link includes countries and cities that have common borders (Council of European Municipalities and Regions 2007, p.5). But due to globalisation and ever-changing transportation processes and improving technology, cities have been increasingly motivated to set up more long-distance partnerships. Some countries and cities are still active in IC2C agreements, particularly for historic reasons. For instance, France and Germany remain to this day the countries which count the most twinning links, with approximately 6000 countries and cities. These leading countries are followed by Italy, Poland and the United Kingdom, each of which can count up to 2000 partnerships (Council of European Municipalities and Regions 2007, p.5).

On the one hand, Buxbaum (2014, p.49-50) outlines that entering into a twinning partnership later grew to be a practice that was either based on or associated with rather questionable or unclear motives, including personal relationships between the city mayors, executive mayors and officials from both cities in a contract. For instance, the city of Johannesburg's personal connections of its mayors was the major driving force for forming cooperative arrangements in the early 2000s (Buxbaum 2014, p.50). Correspondingly, in the European cities, agreements between cities tend to occur from the top down when the city mayors have an official or personal encounter and decide to form partnerships from their meetings.

On the other hand, in the United States (US) IC2C agreements are more likely to be developed at the grassroots level where citizens at their personal meetings form sister city committees and request the involvement of their municipalities in developing official cooperative partnerships (CitiesToday 2014, p.29). Many of IC2C and citizen-to-citizen cooperative arrangements were born out of personal connections underpinned by humanitarian ideologies which are often in

alignment with international, national or city political agendas and policies (Jayne, Hubbard & Bell 2012, p.3).

Joenniemi & Sergunin (2011, p.122) postulate that most town twinning agreements unfold between cities facing comparable social, economic and political situations. However, as a sign of cooperation amongst cities, IC2C agreements have been initiated through countries and towns considering their geographic distances. The idea behind employing these partnership agreements was to promote commercial, cultural and, to some extent, economic ties. Other agreements consider geographies and histories of twinning, including the political and economic drivers of twinning as well as seeking to unravel the nature of social and cultural networks created by government bodies, social and citizens' groups when partnering (Jayne, Hubbard & Bell 2012, p.4).

The key tenet of twinning is based on genuine reciprocity where both cities enter into an agreement show effort and invest in programmes and opportunities to benefit their communities (Jayne, Hubbard & Bell 2012, p.3). According to Beukman (2017, p.90), large metropolitan areas across the globe have developed extensive relations and increasingly collaborate in large IC2C organisations that serve to solve challenges and share best practices. Many of these interactions have broad focal points including economic trade and investment, security, culture, governance, and climate change (Beukman 2017, p.90).

Although most of the IC2C agreements are formed through international visits and Mayors' contacts, some partnerships are developed through the introduction of a programme between two cities or countries (Andréasson & Königson 2013, p.3). The cooperative arrangement provides institutional structure for the development of programmes that strengthens partnerships by creating scope for cities to network and interact. This two-way street process is, however, the development of the formal twinning relationship is subject to a prior investment in a twinning process (Andréasson & Königson 2013, p.3).

Clarke (2012, p.8) notes that in the European Commission, national governments used IC2C partnerships during the 1990s as a device for influencing the transition to post-socialism in Europe and Asia. North-South partnerships have been constantly utilised by most agents, including international aid organisations and communities, to promote development (Clarke 2012, p.8). Progressively, IC2C partnerships are becoming not only more numerous but also more oriented towards urban policy, comparison between cities, and urban policy mobility (Clarke 2012, p.8).

According to Joenniemi & Sergunin (2011, p.123), IC2C agreements initially aim to reduce the numerous functional limitations that have a tendency to hide identical nature and potential investment opportunities due to physical borders that separate countries and cities from one

another. Borders are transformed, in the context of twinning, into sustainable partnerships that attract more foreign relationships while promoting the country's agenda and interest on a world stage. Furthermore, the concept of twinning is usually based on similarities that exist between countries and focuses on re-establishing and re-joining countries that were previously affected by World War II. These similarities include geographic history, population sizes of the country, and policy presentations (Joenniemi & Sergunin 2011, p.123).

In the South African context, "international city-city agreements are entered into through high-level engagements, as opposed to emerging from community-level engagement" (Buxbaum 2014, p.41). Although municipalities are the main actors in facilitation and implementation of IC2C agreements, there is also the crucial involvement of other institutions and organisations such as DIRCO, SALGA, business institutions, and higher education institutions as well as international organisations (Buxbaum 2014, p.41). Additionally, IC2C agreements are also possible at the level of small villages, towns and regions, and their focus may vary on a number of issues, such as arts, culture, youth, social inclusion, local economic development, and climate change, and may involve various actors (CITIES 2011, p.3).

2.11 Citizens involvement in international city-to-city agreements

According to Matsiliza, Nzewi, & Zwane (2018, p.18), local government in South Africa should be known as a sphere of government where developmental service delivery to citizens is prioritised. The country could achieve this through the implementation of the New Public Management (NPM) approach. NPM launches an important strategy for local government in South Africa to collaborate and build cooperative agreements with other municipalities and private organisations all around the world to improve the quality of service delivery rendered to citizens, particularly in economic development (Matsiliza, Nzewi, & Zwane 2018, p.18). In this regard, IC2C agreements are considered as a good mechanism that can provide greater economic opportunities; hence, these partnerships should be informed by the needs of the citizens in all societies (Matsiliza, Nzewi, & Zwane 2018, p.27).

There seems to be a growing tendency in many countries for competencies to be transferred from nation level to a local level to more easily reach the needs of the societies that they serve. As a result, local government has engaged in partnership activities that seek to advance the economy of their communities (Higgot 2005, p.15-16). In Europe, the EU launched a special twinning programme that seeks to only prioritise the development of the citizens in Europe. This programme was established in 1989 and was fostered by the European Parliament (Council of European Municipalities and Regions 2008, no page number). It is further noted that the focus of this European twinning programme aims to encourage democratic and civic participation of citizens at Union level and to promote opportunities for social engagement that will positively

impact the lives of European citizens and enhance economic development (Council of European Municipalities and Regions 2008, no page number).

According to Hong (2015, p.1), the concept of IC2C agreements is popular in Asia and has proven to make a positive contribution to strengthening city to city ties, and even country to country partnerships. The cooperative partnerships between Asian and Irish cities has successfully facilitated the development of business relationships involving citizens from the cities that are participating. For instance, the Shanghai Municipal People's Government and Cork City Council signed a sister city agreement in May 2005 under reciprocity that seeks to benefit citizens of both cities (Hong 2015, p.1). The key partnership criterion for these cities was to introduce collaborative projects and opportunities especially in an economic domain where tangible results in the development of their citizens will show. Therefore, it is important to note that such cooperative relationships require a solid foundation of mutual confidence and loyalty (Hong 2015, p.1). Furthermore, the Shanghai Municipal People's Government and Cork City Council have been able to deliver and sustain great mutual benefits for their citizens by appointing contact persons to take the process forward and facilitate the engagement of citizens in all the programmes arising from their partnership agreement (Hong 2015, p.1).

In the South African context, Buxbaum (2014, p.44) states that opportunities that emanate from the signing of international city-city agreements seem to be communicated or known by only municipal officials rather than municipal citizens. On the one hand, international city-to-city agreements seem to get better recognition and publicity only at the official development of the agreement where the signing ceremony is organised and at the times when there is a delegation visiting the city and their visit concerns programmes that involve the public (Buxbaum 2014, p.44). This is important to note as it indicates that the frequent communication that takes place between the partnering cities is limited to the government officials who perhaps work within that particular municipality and is not shared with the citizens (Buxbaum 2014, p.41). On the other hand, consistency in executing the agreements irrespective of a change in leadership matters. For example, Molepo (2018, p1040) found that, while IC2C agreement can help improve the lives of the citizenry, a change in political leadership in the City of Tshwane tended to hamper the city's IC2C agreements with other municipalities.

The Council of European Municipalities and Regions argues that active citizen participation makes for a good twinning arrangement because that is how people can learn and benefit from the relationships and opportunities that emanate from them. Projects and programmes that are developed through IC2C agreements should not only be limited to civil servants, as commonly happens, but citizens should also be involved at the grass roots of those projects while officials work as a driving force behind them in order for other citizens to benefit. Although the

involvement of young people may be crucial in twinning, the programmes and opportunities from these relationships should also benefit all members of the population (Council of European Municipalities and Regions 2007, p.5)

According to Hopkins, Burns, and Eden (2013, p.13) IC2C agreements should aim to transfer skills and expertise between one partner city to another to benefit the citizens of cities in the contract, particularly in a health care arena with regard to issues such as hospitals and healthcare professionals. It is further documented, in the Journal of Cancer Policy, that IC2C agreements have a proven potential to contribute to the healthcare system in low-middle income countries (LMIC) through cooperative arrangement programmes. Listed below are some of the benefits received by citizens in LMIC through IC2C agreements programmes:

- Child cancer survival rates can be improved through increased access to treatment.
- Suitable cancer treatment protocols are developed and implemented at a local level through benchmarking from good practices.
- Access to extra funding is provided for the increase of human resources and improvement of facilities.
- Benchmarking of best practices from other healthcare systems is shared and new relationships are built through knowledge sharing.

Hopkins, Burns, and Eden (2013, p.13-14) maintain that IC2C agreements have also contributed to improving skills transfer and health care in the world through knowledge sharing between cities. On one hand, IC2C partnerships are believed to be a gateway for developing creative solutions, engaging people from different places, and implementing long-term solutions such as innovative education, improving quality of life for people in disadvantaged communities, availing international internships for young people, and business exchange CITIES (2011, p.5). On the other hand, the International Sister Cities Report (2014-2015, p.6) argues it has been difficult to measure the influence that IC2C agreements have on boosting the economy. This is due to the fact that economic activities brought about by IC2C agreements through student exchange, business development and trade, and tourism are not easy to quantify (International Sister Cities Report 2014-2015, p.6).

According to Roldan (2018, p.505), the development of IC2C agreements plays a huge role in empowering and benefiting the citizens of both the cities who enter into a formal cooperation agreement as sister cities. This exceptional role is exemplified by the various activities and benefits that the city of Cebu derives from its town twinning programmes which serves as evidence that IC2C agreements are a useful mechanism for increased international cooperation that has an effective impact on social upliftment (Roldan 2018, p.505). The activities and

programmes that the city of Cebu has been involved with to benefit its citizens include: sending English teachers to teach Chinese students in Xiamen, while Xiamen in return sent chefs to teach Cebuano's authentic Chinese cuisine. These activities further includes sending dance troupe students to Honolulu to foster cultural learning; and getting Haarlemmermeer to donate trauma vans and ambulances to the city and train Cebuano's in paramedic techniques (Roldan 2018, 505). Thus, reciprocity is observed and implemented when cities develop cooperative programmes to benefit their citizens.

One of the most significant benefits of the citizens through IC2C agreements have granted European citizens the fundamental right to move and reside freely in any of the European cities. This is due to the animation of the cooperative agreements that are signed between cities in Europe. These active agreements in Europe have also granted the citizens personal rights to work and to have free access to education in the member cities where international sister city agreements are signed (Council of European Municipalities and Regions 2007, p.4).

2.12 The role of international city-to-city agreements in global affairs

The birth of globalisation contributed towards promoting international linkages and cultivating new relationships amongst different actors in the international and domestic domain. Thus, IC2C agreements became a globalised trend where major nodes of relations and exchanges took place. This resolution proved that the initiation of IC2C cooperation presented exceptional value in global affairs because it broke the segregation borders between countries and cities (Diaz 2012, p.84).

According to the Council of European Municipalities and Regions (2007, p.4), IC2C agreements have played a fundamental role in global affairs as an instrument for peace and stability amongst countries and cities in the world. This universal movement of twinning was born following the days of World War 2 (WWII) where a need for reconciliation was vital to maintain peace in the world. Therefore, IC2C agreements have facilitated the integration of countries and cities to work together in peace beyond their geographic boundaries. It is no surprise that IC2C has been an engine to build lasting relationships and has helped people around the world, particularly the youth, to work together and share knowledge and skills through education and technology, cultural exchange, and investment opportunities for the purpose of economic development (Council of European Municipalities and Regions 2007, p.4).

Most cities, regardless of their geographic differences have some experience in global affairs. Although cities develop their own particular foreign policy that represents the specifics of their own interest in global affairs, for decades the most common foreign policy trend followed by local government has been the adoption of IC2C agreements (Invitado 2017, p.1). An increased number of local governments participating in global affairs has been vital and cities have further

seen the need to open representation stations in foreign countries to protect and advance their specific interests through international cooperation. Thus, cities and states have also joined the influential number of international organisations including Local United Cities and Local Governments (UCLG), Government for Sustainability (ICLEI), and the Cities Climate Leadership Group (C40). It is rare to see cities that have a population of over 1 million not partaking in international multilateral arrangements (Tavares 2016, p.834).

In consideration of current global trends, cities take on a larger role in nation-building and world affairs. Thus, the trend towards decentralisation, in which greater power and authority are given to local governments to conduct their own affairs, makes local governments even more significant in both national and global affairs (Roldan 2018, p.502). One cannot fail to recognise the significance of IC2C agreements mechanism in forging partnerships and diplomacy for development. It is getting harder if not impossible for cities, including smaller cities, to avoid forming international cooperation, as cities nowadays are treated as capable of forming international connections and development partnerships (such as treaties, IC2C agreements) and that alone shows the strength of local government in global affairs (Acuto, Morissette, Chan, & Leffel 2016, p.9).

In 1986, European cities founded a political platform named EUROCITIES to network the municipalities of over 130 of Europe's largest cities that between them govern approximately 130million citizens across 35 countries which enables these cities to actively participate in global affairs and initiate effective partnerships with other cities across the world (Refugee Report 2016, p.2). In addition, the platform was also established to allow European cities to participate in networking activities with other cities to tackle socio-economic issues such as employment and social affairs, provision of public services, education, climate change, governance and international cooperation, which led into an increased number of IC2C agreements (Joenniemi & Sergunin, 2011, p.126). Social capital has been regarded as a driving factor in building sustainable municipal development. Thus, European cities have long since realised the importance of developing social capital through IC2C agreements (Hauser & Marjanovic 2010, p.5).

International city-to-city agreements seem to also play a significant role in influencing policies concerning the collaboration of states and cities in global affairs. Beukman (2017, p.106) states that IC2C partnerships provide a forum for action when national actors fail to create sufficient policy and a medium through which to mitigate the consequences of pressing global challenges ranging from migration to climate change. Such impact continues to develop in importance as cities demand a bigger seat at the international table (Beukman 2017, p.106).

2.13 The role of international city-to-city agreements in local governance affairs.

According to CITIES (2011, p.5), IC2C agreements can be used as a tool to improve service delivery in local government. Hence these agreements are assumed to be adding positive value in local authorities. Through IC2C agreements, cities in contract can benchmark good practices amongst themselves and help their counterparts to identify each municipality's needs, share knowledge, and provide peer reviews amongst each other on matters that can advance local government. Thus, the existence of these agreements has proved to have social and economic benefits for parties involved (CITIES 2011, p.5).

Range (2015, p.9), further elaborates that IC2C agreements are believed to be a useful mechanism for localising the global partnership against poverty, social inclusion, environmental degradation, and violent conflict. Additionally, these partnership agreements work as a model to enhance development cooperation that promotes the participation of local communities from countries that were previously colonised and affected by WW II (Nganje 2015, p.9). Although IC2C programmes have proven to strengthen diplomatic relationships between cities and countries a lot of cities, especially in developing countries, have not taken advantage of this platform to initiate and support different aspects of development through cooperation (Ogawa 2012, p.5).

In most South African sub-national units, the issue of improving international cooperation mechanisms has always been at the centre stage of the debates in municipalities due to its proven potential in enhancing services delivery. Thus, the country's sub-national units' participation in international cooperation seems to be giving precedence to the basic needs of local communities (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.14)

Dating back to the year 2010, IC2C agreements proved to be one of the most important mechanisms in driving the 2010 FIFA World Cup. South Africa was selected to host this World Cup in 2010 where IC2C agreements enabled the city of Johannesburg to learn from its sister city partnerships that were formed through formal and informal cooperative agreements and which had themselves experienced major sporting events (Buxbaum 2014, p.55). This proves that if there is an active partnership between cities and countries, opportunities arising from that partnership can consequently create global allegiances that will support the city (Buxbaum, 2014, p.55).

International city-to-city relationships have provided economic benefits to local government and business firms governed under local government and subsequently, the positive impact generated by these benefits has enhanced local economies (Report to Sister Cities from New Zealand, 2003,

p.7). The report further reflected that the following have been identified as benefits arising from IC2C partnerships:

- Building reliable business contacts.
- Establishing a gateway to new markets and product lines.
- Enhancing the reputation of New Zealand businesses and firms overseas.
- Reducing transactions and search costs in business negotiations.
- Increasing the number of foreign-fee-paying students.
- Coordinating programmes that promote knowledge and technology sharing and joint research.
- Attracting tourists.

Bontenbal (2009, p.8) believes that the introduction of decentralisation influenced the growth of city-to-city cooperation at the municipal level, which contributes a lot in sustaining development in local government. Furthermore, municipal partnerships are more and more employed as instruments for change in local communities due to the changing role of local government and increased attention to good governance (Bontenbal 2009, p.8). Ruffin (2013, p.125-125) seconds Bontenbal's argument by providing supporting evidence from the South African Constitutional and Legislative Framework that local government in South Africa is mandated to promote decentralisation, something which eTMM has also implemented by developing a platform for local government cooperation through its Intergovernmental Relations office (Ruffin 2013, p.125-126).

2.14 Documented experiences of cities similar to eThekwini municipality on international city-to-city agreements.

The Metropolitan city of the Eastern Cape province in South Africa is deemed most similar to the city eThekwini municipality. Both cities are coastal metropolitans that has the largest ports in the country. The Nelson Mandela Bay municipality had also signed a number of IC2C agreements with various countries in the past years. The agreements are based on reciprocity with the focus on mutual learning, problem solving and the beneficial exchange of knowledge and experience between the Nelson Mandela Bay municipality and its counterparts (Nelson Mandela Bay Municipality (South Africa) and Gothenburg (Sweden) 1999-2019, p. 2).

Ugur Saylan (2019, p.188) investigated the influence of IC2C agreements between the People's Republic of China and New Zealand cities. The findings indicated that the development of programmes of cooperation emanating from IC2C agreements is perceived as the best way to understand different cultures across borders (Saylan 2019, p.188). Furthermore, the study revealed that Chinese and New Zealand cities are convinced that IC2C agreements can play a

significant role in fostering tourism growth and are great initiators of economic growth in their communities. Prioritising cultural and educational exchanges is very essential in IC2C agreements as this promotes people-to-people relations and that can lead to socio-economic development (Saylan 2019, p.188).

2.15 Monitoring and evaluation of international city-to-city agreements

There is a scarcity of empirical research on Municipal International Relations, especially partnerships that originate from North to South, and the academic focus on African Municipal International Relations appears to be even less (Ruffin 2013, p.124). Due to the small amount of academic attention paid to twinning agreements, very few studies have focused on monitoring IC2C agreements, especially in African cities (Jayne, Hubbard & Bell 2012, p.2-3). Nonetheless, effective communication has proven to be the key element of successful twinning.

Unusually, Graafland-Boersma (2015, p.7) solely dedicated his research study towards identifying gaps between the intentions and reality in municipal twinning. It is emphasised that the main aim of the study was to find out whether the intentions and aims behind establishing IC2C agreements match the reality of what was expected from these partnerships and whether they even delivered what was anticipated. Graafland-Boersma argues that “there is a lack of attention to the operational aspects of twinning”, meaning that there is not much attention given to evaluating whether the actual goals or aims of forming twinning agreements are being met and if so to what extent (Graafland-Boersman 2015, p.7).

Blomeyer, Geveci, and Günaydin (2011, p.13) compiled an evaluation and monitoring report on IC2C agreements that were in existence in Turkey in the period of 2002 to 2009. The main objective that guided the evaluation of the agreements was to provide an assessment of the twinning assistance in terms of its relevance, efficiency, effectiveness, impact and sustainability. Another objective of the evaluation was to assess the lessons learned and make recommendations for the purpose of successful future twinning partnerships (Blomeyer, Geveci, & Günaydin 2011, p.13). It is further stated in the findings of this report that some programmes that emanate from partnerships agreements fail because at times there is not sufficient political will to drive and support opportunities that come as a result of these partnerships; therefore, such programmes/projects never get to be approved from the political wing.

Another evaluation report, compiled on a Red Cross twinning project, focused on measuring the effectiveness and influence of city-to-city partnerships. The report emphasised that the key requirements of twinning agreements were that they: should be of mutual benefit for the parties involved; should look at improving lives: should build capacity; and should contribute to strengthening and developing the parties involved. With regard to supporting activities financial and possibly other assistance should be given for developing and implementing partnership

activities and programmes. With regard to International understanding the partnership should further increase the international knowledge and understanding of the city involved and its population (Hamre & Nassar 2018, p.9).

According to Buxbaum (2014, p.54), in sharing the city of Johannesburg's experience in monitoring and maintaining its IC2C agreements, it appears that the monitoring of IC2C agreements requires a lot of energy and also requires the utilisation of a number of resources. In addition, changes in political leadership often brings a change in the vision and objectives of a city. Incoming officials are not necessarily inclined to continue implementing, much less monitoring IC2C created under previous political leadership (Molepo, 2018 p.1040). Hence, maintaining active partnerships has been a challenge in most cities.

Additionally, maintaining IC2C agreements may have a financial cost involved, meaning that most cities prefer ending partnerships rather than maintaining them. Thereafter, it is even more difficult to revive partnerships that have become dormant as this involves more costly activities, such as visits from one city to another (Buxbaum 2014, p.54).

Beukman 2017, p.103) on the other hand, shares the experiences of the city of Cape Town in evaluating its partnership agreements where introspection and investigations had to be done to find out why the partnership agreements had not brought much change in the city of Cape Town and its sister cities. The city of Cape Town realised that the city was lacking a clearly defined agenda, which needed an injection of new policies to address the issue. Many of the city's policies dealt with how to conduct international business but did not address the underlying motivations for improved connectivity (Beukman 2017, p.103). Furthermore, the city of Cape Town realised that its administration relied on the American model of city relations whereby the mayor is the primary ambassador and city engagements oscillated between competition and opportunity. Thus, the policy shifted away from cultural exchanges towards proactive marketing, economic relationships, and best practice sharing (Beukman 2017, p.103).

Following proposals to improve twinning partnerships, the city of Gabrovo shared its experiences in partnering with the Italian municipality of Nichelino in the National Conference "Creativity and innovations in twinned cities initiatives" held in Gabrovo, Bulgaria, in November 2010, and the following resolutions were made during the discussion as a way forward to evaluating existing and future twinning partnerships (CITIES 2011, p.11):

- Cooperative agreements can be initiated by the implementation of a common development programme;
- A thorough needs analysis in both cities in contract should precede the cooperative agreements to ensure that the programmes benefit both partners.

Wu, Zhang & Wang (2016, p.4) argue that twinning relations, particularly those created in the last decade, have been unable to meet their economic aims, indicating that deeper collaboration requires more time to nurture. In comparison, cities that have been in a twinning partnership for a long time and are involved in a variety of twinning activities such as educational exchanges or sending and receiving delegates, tend to be economically more successful (Wu, Zhang & Wang 2016, p.4).

2.16 Conceptual framework

The notion of Conceptual Framework in this study is used as a guiding map from reviewing the literature concerning IC2C agreements to the findings of this study. It has been established from the literature reviewed in this chapter that there is a scarcity of knowledge and studies focusing on IC2C agreements in African countries (Molepo 2018, 1040), (Buxbaum 2014, p.9), (Ruffin 2013, p.124), and (Jayne, Hubbard & Bell 2012, p.2-3) Hence, further research on this particular aspect is crucial.

A number of international relations and global governance theories and their relevance to IC2C have been thoroughly consulted and discussed in the literature of this study with an aim to identify a theory that could best assist in addressing the research problem and questions of this study. After examining and studying the discussed theories in the literature of this study, the researcher settled on a conceptual framework derived from a selection of theories. International Cooperation and Collaboration theory are two (2) theories used in the study to constitute its framework by borrowing different concepts which the researcher finds suitable to make up the conceptual framework of this study. Each concept borrowed from the two selected theories helps unpack literature on the research questions and objectives of this study in defining the study's research findings.

According to Barrett (1999, p.591) "international cooperation theory assumes that cooperative agreements between countries and cities must be individually and collectively rational. The cooperative arrangements should be individually rational because actors in the IC2C agreements choose to participate with one another and foster formal relationships, therefore the relationships should be collectively rational by benefiting both actors that are participating (Barrett 1999, p.591). In relation to what Barret explains about international cooperation theory collaboration theory emphasises the strength of cities and mutual benefits in global affairs when working together because collaboration requires equal commitment from each actor that is participating (Carnwell & Carson 2013, p.3). Put simply, in collaboration theory, cities work together to share knowledge and practises, and such relationships need to be maintained in order to sustain reciprocity and reputation amongst actors.

Literature shows that there is a great relationship and linkage between the concepts that make up the framework of this study, namely: Collaboration, Agreement development and implementation, Reciprocity, Reputation, and Monitoring strategies. For instance, the literature shows that reciprocity is highly observed in partnerships or collaborations when cities develop and implement IC2C (Jayne, Hubbard & Bell 2012, p.3) and (Andréasson & Königson 2013, p.3). Furthermore, cities are mandated by their heads of states not to dent their reputation or image of the country when participating in activities concerning international partnerships (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p. 14).

Figure 2-4, on overleaf, presents a diagrammatic depiction of the conceptual framework guiding this study. The diagram demonstrates the inter-dependency of these concepts in IC2C agreements:

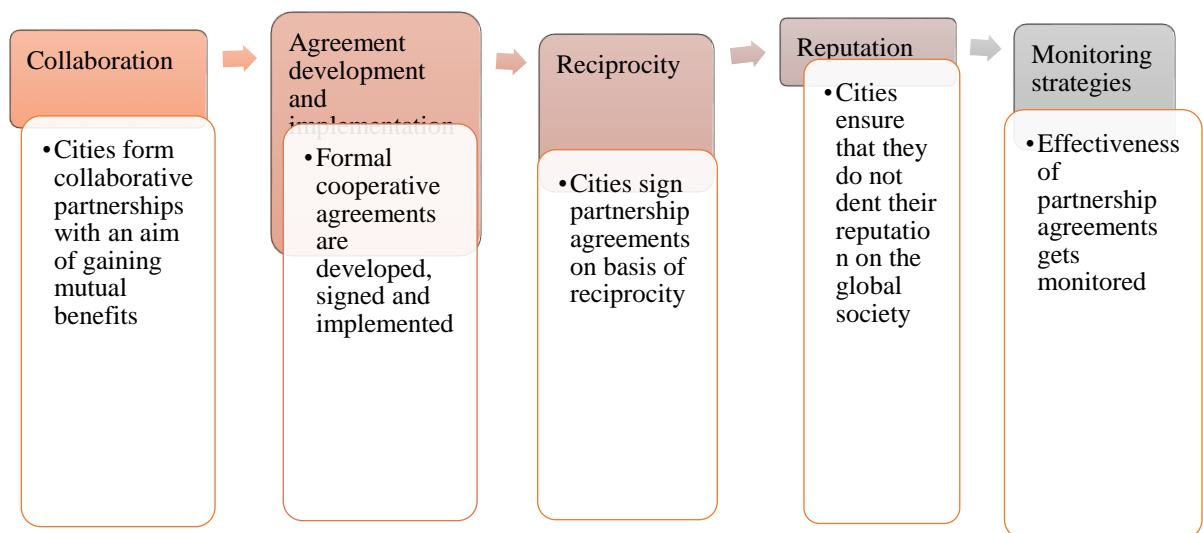


Figure 2- 4: Conceptual Framework for International City-to-City Agreements

Sources: Jayne, Hubbard & Bell (2012, p.3) and Andréasson & Königson (2013, p.3); Report on the conference on city-to-city cooperation between Flanders and Southern Africa (2011, p. 14)

Each concept of the framework is discussed in turn.

Collaboration – Collaborative relationships drive actors to accomplish “win-win” results and strengthen power-based relationships (Frydliner, Nyden, Vitasek 2016, p. 2). Through interaction, two or more actors engage in collaborative governance towards collective decision-making processes that are formal or deliberative and that aim to implement public programmes (Moloney 2013, p.3).

Agreement development and implementation – According to Ekurhuleni Metropolitan Municipality: MIR Policy (2010, p.10), IC2C agreements are developed to provide cooperating opportunities with local communities from other countries. Such agreements should be aimed at real socio-economic interaction, have funding and create opportunities of mutual understanding, cooperation and skills transfer. International city-to-city agreements are thereafter implemented through different programmes/projects, visits and knowledge sharing between cities (van Rooyen 2008, p.16).

Reciprocity – Franssen (2016, p. 9) defines reciprocity as a principle that underlies multilateral treaties and agreements where sub-national entities are prepared to cooperate with another sub-national entity for mutual benefit. Reciprocity is an important advantage of municipal cooperation as it can lead to sustainable relationships that are easy to monitor (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2015, p. 9). Reciprocity is described as one of the best strategies to promote cooperation between two or more actors as it sets basic parameters when actors enter into an agreement. In simple terms, cooperation is enhanced through a strategy that “if you cooperate with me, then I will cooperate with you in the future; but if you do not cooperate, then neither will I” (Dai, Snidal & Sampson 2017, p.3).

Reputation – This plays a crucial role in cooperation and partnerships because states or cities get to be judged by their participation history based on reciprocity principles outlined in the partnership agreements (Cuesta, Gracia-Lazaro, Ferrer, Moreno, and Sanchez 2015, p.6). For instance, if eTMM invites the city of Bremen (Germany) to participate in one of the conferences that the municipality is hosting, representatives from the city of Bremen will send their apology in the case where they will not be able to attend so as to protect their reputation. “In order for the reputation to support cooperation, however, cooperation must be observable, for example, a trader knows whether his trading partner has been honest or has cheated on a trade” (Dai, Snidal & Sampson 2017, p.3). The development of guidelines for a monitoring system is essential so that the reputation of each city that eTMM is in partnership with can be observed. The framework developed from this study helped to direct and detect indicators for the guidelines.

Monitoring strategies – Monitoring is the systematic and routine collection of data during project implementation for the purpose of establishing whether an intervention is moving towards the set objectives or project goals (Water Affairs and Forestry Department, Republic of South Africa, 2005). Process monitoring was utilised in this study to develop the monitoring system of eTMM. Process monitoring is used to identify factors accounting for the progress of activities or the success of output production (Otieno 2006, p.3). This type of monitoring measures the inputs, activities and outputs of the intended results of the programme. In simplest words, process

monitoring answers questions such as “what has been done so far, where, when and how has it been done?” (Odhiambo 2013, p.1).

It has also been discovered in the literature of this study that eTMM’s International and Governance Relations Department does not have a written monitoring system in place that is solely dedicated to monitoring the relationships and cooperative arrangements that eTMM has established with other international municipalities; hence there is a need for such a tool to be established to measure the improvement of communication and effective collaboration between cities. However, eThekweni municipality IDP 2018-19 shows that there is a monitoring system responsible for measuring the efficiency of service delivered by eTMM departments. This is the monitoring system that monitors the performance of eTMM holistically and not the development and sustainability of an IC2C.

There are different types of monitoring systems, namely, technical monitoring, process monitoring, assumption monitoring, financial monitoring and impact monitoring. Technical monitoring is used to assess the implementation strategy of a project to determine whether it is achieving the required results.

Process monitoring, which is also known as a physical progress monitoring, uses indicators such as inputs, activities and outputs to establish whether the project tasks are leading to the intended project results. Assumption monitoring involves identifying factors which may determine a project’s success or failure, and aligning the project plan according to factors that may lead the project to be successful. Financial monitoring is utilised to monitor project/programme expenditure. Lastly, impact monitoring is often utilised in a long- term project to continually assess the impact of the programme or project (Odhiambo 2013, p.1-2).

Process monitoring was adopted in this study to develop the guidelines for a monitoring system for eTMM’s International and Governance Relations department to monitor its IC2C agreements. This type of monitoring model was adopted because the researcher intended to discover the influence of IC2C agreements on eTMM and its citizens. Process monitoring helped the researcher to identify the key indicators from the purpose behind the signing of IC2C agreements in eTMM. This was achieved by observing the vision of the municipality behind developing the agreements, outlining what had been done so far to achieve that vision or goal, and discovering facts about what good influence these partnerships have on the municipality.

Process monitoring is a process of measuring core variables or indicators of a project to determine the success of its vision. These variables are inputs, outputs, and outcomes (Dunn, 2019, p. 112). Inputs in the process monitoring refer to the resources invested in a project in order to achieve the

desired outcome. Outputs measure direct tangible products that the project delivered as a result of activities. Lastly, outcomes measure changes that have occurred as a result of the outputs to determine to what extent the changes have contributed towards the desired outcome and impact of the project.

The diagram, Figure 2-5 on overleaf, presents the monitoring model used in process monitoring:

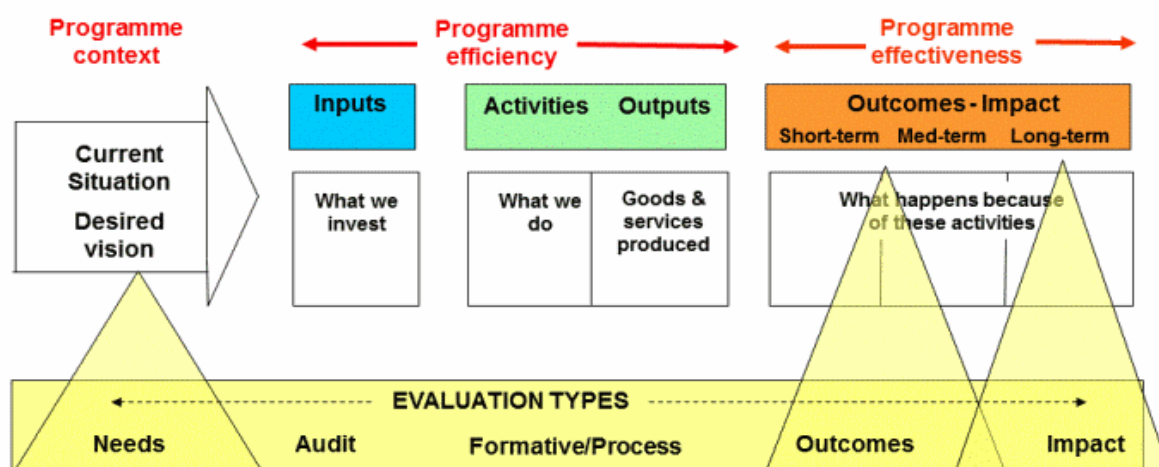


Figure 2- 5: Monitoring model used in process monitoring

Source: Allen (2017) Learning for sustainability website

The conclusion of this chapter is presented in the following section.

2.17 Chapter summary

The conceptual framework adopted in this study appears to have paved the way for the development of the written guidelines of a monitoring system for eTMM's International and Governance Relations Department to monitor its IC2C agreements. Literature was also reviewed in this chapter to compare and contrast what other scholars have found with regards to IC2C agreements. The information gathered in this chapter assisted the researcher in identifying knowledge gaps in the literature concerning the phenomenon being researched and outlined further issues to be addressed. The global, regional and local context of IC2C agreements was covered in this chapter. The origin, initiation and the role of IC2C agreements in a global and South African context was also discussed in this chapter to give the reader the the background of and insight into the establishment of these partnerships and how they have played a role in influencing the world and sustaining development. The chapter also covered the arguments on theories that

paved the way for the construction of the conceptual framework of this study which was also unpacked in this chapter.

3 CHAPTER THREE: RESEARCH DESIGN AND METHODS

3.1 Introduction

Chapter 2 reviewed the historical background of the IC2C agreements and how the objectives of this study led the development of the monitoring guidelines for eTMM. The guidelines are aimed at monitoring the partnership agreements that the eTMM has built with other different international cities all around the world. This chapter outlines the methodology that was utilised to collect and analyse the data needed to carry out this study. Research design, research strategy, data collection methods and tools are discussed. The chapter goes on to detail sampling strategies, ethical considerations and data analysis before a brief discussion on data quality control and study limitations lead to the chapter summary.

3.2 Philosophical worldview

The philosophical worldview in this study describes the researcher's belief in what constitutes the knowledge as well as her views of the phenomena under study. The Transformative worldview is a philosophical worldview that provides a framework for addressing inequality in societies using culturally competent methods (Chilisa, 2012, 115). One of the main purposes of Transformative paradigms is to empower people and transform societies, and the researchers within this paradigm believe "that knowledge is true if it can be turned into practice that empowers and transforms the lives of the people" (Chilisa, 2012, 115). The Transformative worldview is adopted as a philosophical world view underpinning this study. The researcher selected the Transformative worldview because of a concern about the role of IC2C agreements in improving the lives of eThekweni citizens. Application of the transformative worldview helped answer the research question regarding whether eThekweni citizens benefit from IC2C agreements. This philosophical worldview is well explored using a mixed methods research design which is discussed next. (Mertens 2007, p.212).

3.3 Research design

There are distinctive differences between the two terms, research design and research methodology which the researcher in this study clarifies. On one hand, research design is defined as a detailed plan on how empirical research will be conducted based on a conceptual research problem of the study (Van Wyk 2015, p.4). Creswell (2013, p.293) in addition describes research design as a research engine. Creswell identifies quantitative, qualitative and mixed methods approaches as types of research design (2013, p.293). Research methodology, on the other hand,

is described as a scientific method that provides details on how research is to be carried out. In simplest words, the detailed steps that are undertaken by researchers when conducting research are called research methods (Rajasekar, Philominathan & Chinnathambi 2013, p.5). Furthermore, research methodology explains the numerous procedures that are implemented by researchers in studying the research problem of a particular phenomenon (Kothari 2004, p.8). Research methodology is basically a work plan that guides researchers to follow certain steps towards carrying out their studies and addressing the research problem.

Section 3.3.1 explores distinctions between qualitative and quantitative research designs before justifying the choice of a mixed-methods research design.

3.3.1 Qualitative and Quantitative Research

According to Creswell (2009, p.5), quantitative research methods focus on testing objective theories by examining the relationship among variables that can be measured and quantified by utilising quantitative data analysis tools that present data in a statistical form (Creswell 2009, p.5). Survey questionnaires are utilised in quantitative research as a means of collecting data that is later quantified to measure certain objectives regarding phenomenon being investigated (Addo & Eboh 2014, p.144). One of the defining features of a quantitative research approach includes collection and analysis of numerical data through statistical tests (Sebunje 2013, p.9).

Table 3- 1: distinguishes characteristics of qualitative and quantitative approaches or designs.

Characteristics	Quantitative	Qualitative
Expressions	Studies and expresses concepts through numbers	Studies and expresses concepts through words
Types of Questions	Addresses questions such as How much? How many?	Addresses questions such as why? How? What is the context?
Analysis	What is the strength of the correlation?	What is the implication?
Use of theories	Tests theories	It creates theories
Functions	It measures	It interprets
Values	Values outcome over process	Values process over outcome
Findings	Focuses on facts, statistics and numerical relationships	Focuses on narratives, human behaviours and interactions

Assumptions	Assumes a static and knowable reality	Assumes a dynamic reality in which humans create meaning
Sampling	Requires a statistically significant sample size	Requires rich sources
Conclusions	Seeks definitive conclusions	Explores
Methodology	Methods include empirical	Methods include interview and case

Source: dissertation-editor.com, 2014

As table 3-1 demonstrates, the utilisation of a qualitative research approach which concentrates on addressing questions that seek to answer the how, what and whys of the research problem by employing qualitative research procedures that include collection of data through interviews and focus groups (Levasseu 2016, p.3). “Qualitative research is therefore concerned with aspects of reality that cannot be quantified, focusing on the understanding and explanation of the dynamics of social relations” (Queiros, Faria, Almeida 2017, p.397). Data collection instruments such as semi-structured and unstructured interviews, focus groups and observations are utilised in qualitative research to gather information regarding perspectives, attitudes and behaviours of the respondents (Sebunje 2013, p.9).

Distinctions between qualitative and quantitative research and their functions have been thoroughly clarified in table 3-1. There are both advantages and disadvantages of using either a qualitative or quantitative research approach. Although quantitative data has a strength of providing descriptive data which allows a researcher to capture and measure variables, researchers encounters difficulties when it comes to data interpretation. On one hand, quantitative data does not give a reader the reasons why for instance eTMM citizens believes that IC2C agreements plays a role in sustaining development in eTMM communities. On the other hand, qualitative research provides details concerning emotions, human behaviour, and personality characteristics that quantitative research cannot do. In this study, the use of qualitative research interchangeable with quantitative research helped the researcher to obtain information on how IC2C agreements benefits the citizens and sustain development in eTMM communities.

In this study, the researcher employed a mixed methods research design or approach. Examining the nature of the research problem and the research questions of this study, the researcher was prompted to utilise the mixed methods approach. This was to enable the involvement and participation of eTMM officials and citizens that had knowledge pertaining to the research questions of this study. The use of mixed methods grants the researcher the freedom not to be

limited in terms of data collection, which also allows the researcher to triangulate the research findings. In most cases, when the use of one research method, either quantitative or qualitative, is not sufficient to explore the research problem of the study, researchers opt for a mixed methods approach (Creswell 2015, p.535).

According to Cameron (2014, p.4) in a mixed methods research approach, researchers collect, analyse and interpret data adopting and combining two research methods to investigate a single phenomenon through utilising both qualitative and quantitative methods simultaneously. Moreover, research methodology includes philosophical assumptions that provide direction to data collection, analysis and interpretation through the combination of qualitative and quantitative data in a single study (Cameron 2014, p.4). Researchers are recommended to utilise mixed methods over a single research method when conducting a study that seeks to explore different views (Creswell 2015, p.535).

The central reasoning for combining both qualitative and quantitative research in a single study is that it presents the research problems and its questions far better than one method and provides solid findings (Creswell 2015, p.525). In substance “mixed-method studies have emerged from the paradigm wars between qualitative and quantitative research approaches to become a widely used mode of inquiry” (Terrell 2012, p.255). Creswell (2015, p.525) further states that the researcher needs to understand both quantitative and qualitative research to utilise a mixed methods design which makes this type of research design an advanced research method (Creswell 2015, p.525).

3.3.2 Pragmatic Aim

The pragmatic aim was employed in this study because the focus of this research was to address the social problems arising from city-to-city agreements. In general, pragmatism is a school of thought that believes that the function of thought is a tool for prediction, action, and problem-solving and also describes, represents, and mirrors reality (Yawson 2014, p.3). Studying the research questions of this study and how the researcher planned to carry out this study, a mixed-methods approach was utilised in conjunction with pragmatic aim.

Pragmatic research involves dynamic research approaches that allow a researcher to further address research questions that were not well covered using either a quantitative or qualitative research approach (Ihuah & Eaton 2013, p.941). Pragmatic research provides a gateway for a researcher to employ a research method/approach that appears to be most suitable in answering the research question of the phenomenon being studied (Yawson 2014, p.3). Pragmatic research approaches also support several ways of observing issues concerning a certain phenomenon which results in different interpretations and views of the world (Ihuah & Eaton 2013, p.941).

3.4 Research strategy

There are three mixed methodology strategies in research, these being sequential, concurrent and transformative. Concurrent strategy was used in this study. Concurrent or parallel mixed methods designs allows a researcher to collect data using both quantitative and qualitative research methods simultaneously. The purpose of gathering data using concurrent research strategy is to provide a clear and better understanding of a research problem through the research findings of the study (Creswell 2015, p.540). When employing a concurrent or parallel research strategy, researchers collect quantitative and qualitative data interchangeably or at the same time without having to first analyse the data collected using one of the two research approaches (Andrew, & Halcomb, 2009, p.43). The main purpose of utilising a concurrent research strategy in this study was to validate the findings collected using both qualitative and quantitative data collection methods and draw tangible conclusions.

The basic rationale behind employing concurrent research strategy is that it compensate for the weakness of the other research method. This is achieved when both qualitative and quantitative research methods are utilised concurrently in a single study to investigate the same phenomenon (Creswell 2015, p.540). The researcher collects both qualitative and quantitative data and analyses the two sets of data separately with the intention to compare the findings so that observation of whether the research outcomes contradict or support each other can be made (Creswell 2015, p.540). The use of the concurrent strategy in this study appeared to be the most effective as the researcher intended to gain in-depth information and insights from the participants using both qualitative and quantitative methods simultaneously.

Quantitative Method: A non-experimental design was employed in this study to support the researcher's objective to gather primary data from the research participants through surveys. "Non-experimental research involves variables that are not manipulated by the researcher and instead are studied as they exist" (Belli 2008, p.60). Commonly, non-experimental studies are purely observational and the results intended to be purely descriptive (Thompson & Panacek 2007, p.18)

Qualitative Method: A case study research strategy was employed in this study to clearly examine the subject being investigated. EThekwini municipality's IGRD was identified as the case in this study. Decades ago, a case study was defined at the simplest level as a phenomenon that "provides descriptive accounts of one or more cases yet can also be used in an intellectually rigorous manner to achieve experimental isolation of one or more selected social factors within a real-life context" (Schell, 1992, 8). This study is a single embedded case study because the case study being investigated only contains one unit of analysis. The unit of analysis in this study is identified as IC2C agreements.

3.5 Case and site selection

The researcher selected a case or population of the study and the site where this study is located.

3.5.1 Case selection

Case-selection plays a pivotal role in case study research as research findings of the study should determine whether the selected case contributed in collecting sufficient and reliable data for the study (Gerring & Cojocar 2015, p.392). The researcher's objective in this study was investigate the influence of IC2C agreements in eTMM. The researcher also wanted to discover the benefits these partnerships have for eTMM citizens, hence eTMM's IGRD was selected as a case.

3.5.2 Site selection

The selection of the site of this study was based on the researcher's previous work experience on eTMM's IGRD. The International and Governance Relations Department is responsible for IC2C agreements in eTMM. The researcher realised that there was a gap in the guidelines of eTMM monitoring system of IC2C. Hence the researcher chose to conduct this study particularly within eTMM to also realise the influence that IC2C has on the development of this city and its citizens. The researcher particularly chose eTMM with an interest in determining where the municipality sees itself in global affairs through IC2C. Having worked for eTMM, the researcher believes that the findings of this study together with the development of the monitoring system guidelines will be of great assistance towards sustaining good relationships with its counterpart cities.

3.6 Data collection methods

It is important that a researcher clearly outlines the data collection methods used in parallel with the research design being utilised. Mixed methods research approach was adopted in this study which required the use of both qualitative and quantitative data collection methods. The application of mixed methods in this study followed the procedures of a concurrent research strategy. The quantitative research approach was utilised interchangeably with the qualitative research approach to data collection. The researcher distributed survey questionnaires to a sampled group of eTMM citizens. The survey was used to collect quantified data in the form of different views from the participants to gain more insight that led to addressing the research problem of this study. However, the qualitative approach of collecting data through interviews could not answer all the research questions of the study, hence the researcher further employed the application of survey questionnaires. The researcher designed the survey questionnaire in accordance with the research questions of the study, including The participation of eTMM citizens was crucial as some of the research questions of this study could be address through direct interaction with the citizens.

The researcher further conducted interviews as part of data collection in this study. Semi-structured interview questions were prepared as an instrument of data collection. The researcher utilised an interview schedule that was developed particularly for this study as a tool to collect qualitative data from the selected sample which were officials from eTMM's IGRD with the purpose of gaining original perceptions of the research problem identified.

According to Curtis (2012, p.7-2), primary data is the type of data that is collected solely with an aim to address the research question. This is mainly done through empirical research where a researcher conducts surveys by going to the field to conduct interviews and focus groups with a sample selected from a population that appears to have relevant information regarding the phenomenon being studied (Curtis 2012, p.7-2).

Section 3.6.1 and 3.6.1 provides an overview of how primary data was collected in this study using mixed methods.

3.6.1 Quantitative approach

The questionnaires were distributed to a sample of 25 eTMM citizens who had previously participated in programmes that emanated from IC2C agreements. According to eTMM's IGRD, there are approximately 30 to 40 eTMM citizens that had participated and benefited from various programmes resulting from IC2C agreements in the period of 2015 to 2017.

The researcher developed a plan on how survey questionnaires were going to be distributed to eTMM citizens. A list of all eTMM citizens who had participated in programmes that emanated from IC2C agreements was requested from eTMM's IGRD. The list had contact details of each citizen and the location where they are based which made it easier for the researcher to contact the participants.

3.6.2 Qualitative approach

Harrell & Bradley (2009, p.27) state that interview questions are utilised as an information-gathering tool created by a researcher to gather in-depth information on a topic being research. This type of data collection method is mainly recommended for researchers who seek to gain more understanding and knowledge concerning the research problem they are investigating (Harrell & Bradley 2009, p.27).

The researcher scheduled interview meetings with three (3) officials from eTMM's IGRD from three different units, namely: (1) International Relations, (2) Africa Desk, and (3) Programme Development. Interview meetings were held in eTMM's building where the participants' offices are situated. The interviews were undertaken in a professional environment which was not foreign to the participants and which allowed them to be comfortable and engage in the questions that were posed in a friendly and open manner.

During data collection, respondents were categorised and given unique codes to enable the researcher to easily analyse and interpret data. The codes were also used to preserve the anonymity of the participants (Groenland 2014, p.4). Table 3-2 shows how respondents were allocated codes.

Table 3- 2: Coding of respondents.

Respondents Code	Categories	Dates	Duration
IR1	International Relations Project Officer 1	22/08/2019	45 minutes
IR2	International Relations Project Officer 2	22/08/2019	25 minutes
IR3	International Relations Project Officer 3	26/08/2019	28 minutes

Interview meetings lasted up to 45 minutes (maximum) and 25 minutes (minimum). Three (3) participants were interviewed in total. During interview sessions, the researcher was taking notes of all the responses from the interviewees and a tape recorder was utilised to record the conversations. The researcher emphasised the importance of voluntary participation in this study to all the interviewees prior to interview sessions as part of ethical considerations.

The researcher in this study collected both primary and secondary data for the purpose of investigating the research problem and questions of this study. Collection of primary data is discussed in 3.6.1 and 3.6.2 and the next section discusses the collection of secondary data in this study.

3.6.3 Secondary data

Secondary data is the type of data that has been already gathered and made available for other researchers in an electronic or published manner (Curtis 2012, p.7-1). The researcher accessed different municipal sources such as the official website of eTMM, the eThekweni municipality IDP, and the Intergovernmental Relations draft policy. Signed MoUs and IC2C agreements between eTMM and its sister cities were also consulted.

The researcher also accessed a number of articles and journals published on IC2C agreements to understand the role played by the existence of these partnerships in other countries and in a global world. Secondary data is data or information that was gathered by someone else (researchers, other organizations, etc.), collected for answering specific questions of interest (Community Science 2017, p.1). In addition to collecting primary data, the collection of secondary data in this study improved the reliability and validity of this study through triangulation.

Section 3.7 describes the data collection tools used to collect data in this study.

3.7 Data collection tools

In this section, the researcher elaborates on the data collection tools utilised in this study to collect data. The data collection tools explained in this section were utilised following the methods and procedures that are explained in the previous section of this dissertation under data collection methods.

3.7.1 Quantitative approach: Survey questionnaire

A quantitative approach to data collection method was utilised in this study using the survey questionnaire as a data collection tool. The questionnaire used to collect primary data is attached as annexure 3. The questionnaire encompassed biographical information which included the gender and the age group of the participants. The questionnaire consisted of closed questions. The closed questions required participants to answer the questions giving a one-word answer.

The questionnaire was structured in the simplest form and written in two languages, English and IsiZulu. All questions in the questionnaire were numbered in a unique code using alphabets and numbers to ease the process of data capturing and for later data analysis. The questions strictly focused on the subject being investigated in this dissertation which is the role of IC2C agreements in advancing eTMM as a participatory local government in global affairs and how their existence benefits eTMM citizens. (Canals 2017, p.398) states that the type of questions that the researcher should include in a questionnaire should make the participants feel comfortable. Questions should also be posed in a nonintrusive manner to avoid situations where participants feel uncomfortable and suspect that the researcher intends to judge their lifestyle, beliefs and behaviours in any way (Canals 2017, p.398).

The questionnaire comprised the following sections:

SECTION A: This section focused only on the biographical information of the participants where they had to indicate their gender and age group. This section assisted the researcher in easily quantifying the data.

SECTION B – SECTION E: A combination of closed questions regarding participants' knowledge on IC2C agreements were incorporated in this section.

3.7.2 Qualitative approach: Interviews

In addition to the survey questionnaire, the researcher also utilised semi-structured interviews to collect primary data interchangeably. Interviews are discussions between a researcher and a respondent, conducted in a one-on-one basis with an intention to collect data concerning a topic being investigated (Harrell & Bradley 2009, p.6). The copy of the semi-structured interviews utilised in this study is attached as Annexure 5.

Interview questions in this study were structured in an open-ended manner which permitted the researcher to engage with participants and ask follow-up questions where further clarity was needed. In semi-structured interviews, researchers are not limited to asking questions that seek further clarification (Canals 2017, p.398). This method of data collection allows researchers to gather information from participants in a conversational manner rather than an interrogation, given that the participants are comfortable and willing to give out the information (Canals 2017, p.398).

Sections 3.7.1 and 3.7.2 alluded to how data collection tools were utilised to collect primary data in this study. Section 3.7.3 further describes additional data collection tools used to collect secondary data.

3.7.3 Secondary data

The researcher utilised specific keywords and search engines to obtain and retrieve journal articles, research papers, and dissertations that served as part of secondary data in this study. The search engines selected also include data that made up chapter two of this study where the researcher reviewed literature in order to establish existing information on IC2C agreements. Google Scholar, Research Gate, UKZN online library and SAGE online publication are the search engines that the researcher frequently used to search for secondary data to form part of this dissertation. The following keywords were utilised:

- International city-to-city agreements
- Sister city agreements
- Municipal international relations

The next section describes the sampling techniques used by the researcher in this study.

3.8 Sampling

Sampling is a technique used by researchers to categorise and systematically select a number of people from a large population to represent the characteristics of the population that the researcher intends to use as degrees of freedom (Sharma 2017, p.749). Sampling is mainly employed in cases where it is not feasible for a researcher to gather information from each and every person who forms part of the target population, but rather select a small number of people that will participate in the study and represent the whole population.

It was not feasible for the researcher in this study to interview all the municipal officials and interact with all eTMM citizens for the purpose of data collection, therefore the researcher created a sample from a target population of eTMM officials who are employed within the municipal departments where IC2C agreements are concerned. The sample was also defined by eTMM citizens who have participated in IC2C programmes. The sample that represented the municipal

officials and citizens was used to select participants for data collection. According to Alvi (2016, p.10) the term target population refers to all members who belong to a particular group that meets the specific requirements of a research investigation. Therefore, a small number of people from a target population which are called the sample are selected to represent the whole population for the purpose of the investigation (Alvi 2016, p.11).

3.8.1 Target population

A target population was identified before data collection commenced in this study, and the following section elaborates on how the population was selected.

Quantitative approach: eThekweni Metropolitan Municipality citizens who had participated in programmes or projects that emanated from IC2C agreements were the target population for quantitative data collection. There are approximately ten (10) citizens that participated in IC2C agreements programmes annually. The researcher in this study sampled the population from the year 2015 to 2017, which made a total number of 30 citizens in three years.

Qualitative approach: eThekweni Metropolitan Municipality officials who work for International and Governance Relations and Economic Development departments were the target population for qualitative data collection. The researcher deliberately chose this population as a target population because the IGRD officials have in-depth knowledge of the functionality of IC2C agreements in eTMM.

Table 3-3 presents the total number of the target population and the sampling population as well as data collection tools for both qualitative and quantitative approach methods. The sampling population shown on this table is the population that the researcher used to collect data in this study during the period of 2015, 2016 and 2017.

Table 3- 3: Sampling population

Stakeholder Segment	Target population	Sampling population	Data collection tool
eThekweni municipality's International and Governance Relations department	4	3	Interviews
Citizens who participated in international IC2C agreement programmes	30	25	Survey Questionnaires
Total sampling size: 28			

Section 3.8.2 describes the sampling strategies used by the reasearcher in this study.

3.8.2 Sampling strategies

Mixed methods research design was adopted in this study, which required the researcher to utilise both quantitative and qualitative data collection methods to gather all the essential information for the study. The researcher then created samples for quantitative and qualitative approaches through probability and non-probability sampling techniques.

Probability sampling is any sampling scheme in which the probability of choosing each individual from a target population is the same so that it can be readjusted mathematically (Sharma 2017, p.749). Probability sampling is often referred to as random sampling and is used in a quantitative research approach (Creswell 2009, p.154). Probability sampling is generally recommended when making inferences that can be generalised to a fixed population (Brick 2014, p.1). It is further stated by Elder (2009, p.4), that any survey aimed at generalising results drawn from a sample of the whole population of interest must be based on probability sampling. Non-probability sampling, on the other hand, refers to a sampling procedure that does not limit any elements in the universe to have an equal chance to be selected to participate in the study sample (Etikan & Bala 2017, p.1).

Quantitative approach: During quantitative data collection in this study the researcher adopted the cluster (area) random sampling technique to choose a sample for collecting quantitative data. Cluster random sampling is when a researcher divides a large population into smaller clusters according to their place of abode. According to Etikan & Bala (2017, p.3) cluster area random sampling is defined as “a design sampling that deals with subdivision of environment that represents clusters of unit’s that centred on terrestrial location”. The researcher divided eTMM citizens who are beneficiaries of IC2C agreements programmes into clusters according to the areas where they reside. The clusters were divided according to Durban urban areas, rural areas and township areas. The participants were selected from the three areas that have different social conditions so that the researcher could generalise from the findings of this study based on the views provided by representatives from each area.

Qualitative approach: During qualitative data collection it was not feasible for the researcher to interview all eTMM officials who have information pertaining to IC2C agreements, hence the researcher created a sample from the target population. The researcher drew the sample by first defining the characteristics of the participants. All members of the created sample are eTMM employees whose work is to develop and sustain good relationships with international cities that eTMM is affiliated with and also facilitate programmes that emanate from the existence of the partnerships.

Thus, qualitative of data collection in this study utilised purposive sampling to select a sample for collecting qualitative data. Purposive sampling is a type of sampling that leaves the researcher to

decide who will participate in the study based on the indication of the knowledge they possess relating to the investigation (Sharma 2017, p.751).

Section 3.9 describes how ethical consideration was ensured in this study.

3.9 Ethical Considerations

The researcher is required to consider ethical issues when data is collected. Thus the researcher ensured that all protocols pertaining to ethical principles were observed in this study. An Ethical Clearance application was made by the researcher to the University of KwaZulu-Natal Ethics Committee as a requirement to ensure ethical considerations in this study. The University of KwaZulu-Natal has a policy in place and an assigned ethics committee within the university that governs issues concerning research ethics. Ethical considerations in research refers to the protection of participants' 'dignity and management of the publication of information in the research' (Fouka & Mantzourou 2011, p.4).

3.9.1 Permission to collect data

A gate keeper's letter was obtained from eTMM as official permission for the researcher to collect data and access information pertaining to IC2C agreements within eTMM. This was obtained prior to the submission of the Ethical Clearance application. The researcher filed for an Ethical Clearance application to the University of KwaZulu-Natal Ethics Committee to fulfil the ethical requirements of collecting data. Data collection instruments and informed consent letters were also attached as annexures and submitted with the Ethical Clearance application to seek approval from the University Ethics Committee. The application for Ethical Clearance was approved by the committee in July 2019, and data collection took place thereafter.

3.9.2 Informed consent letter

The researcher distributed informed consent letters outlining the objectives of the study to all the participants before conducting interviews and surveys. Participants gave their respective consent by completing and signing the informed consent letter and agreeing to participate in the study. The participants further gave consent for their interviews to be recorded but did not allow the researcher to take pictures during the interview sessions. Informed consent letters requesting eTMM officials and citizens who have participated in programmes emanating from IC2C agreements are attached as Annexure 1.

3.9.3 Anonymity

Anonymity in research ethics is defined as the protection of a participant's identity (Wiles, Crow, Heath & Charles 2006, p.3). The researcher assured the respondents the protection of their identity by creating classification codes for each participant. The classification codes were used in data interpretation instead of the respondent's name. The researcher further ensured that the responses

were generalised according to their categories in order for respondents and sources not to be identified.

3.9.4 Confidentiality

Confidentiality was constantly maintained in this study by ensuring that no unauthorised person gained access to raw data that may contain details of the participants. The researcher further assured respondents that their participation will remain confidential in this study and their personal details will not be revealed. Confidentiality is the safekeeping of the participant's private information ensured by a researcher with the purpose of protecting their identity (Fouka & Mantzourou 2011, p.9). It is therefore important that the researcher seeks approval from ethics committees for disseminating the results of the data collection including an account of what transpired during data collecting (Fouka & Mantzourou 2011, p.10).

Primary and secondary data was collected in this study as explained in section 3.6 and 3.7. Section 3.10 further describes how primary data was analysed. Secondary data analysis is discussed in section 3.11.

3.10 Primary data analysis

Primary data analysis refers to the analysis of raw data that the researcher collected from the selected participants through interviews, focus groups or survey questionnaires (Creswell 2013, p.232). The following section explains in detail the processes undertaken to analyse data.

3.10.1 Quantitative approach: Statistical Package for the Social Sciences (SPSS)

Data analysis software, the Statistical Package for the Social Sciences (SPSS) was utilised to analyse quantitative data in this study. The researcher used this particular type of data analysis software because quantitative data requires the investigator to analyse and present it in a statistical form (Moon 2016, p.17). This type of data analysis is able to handle a large amount of data and is capable of presenting it through graphs and tables (Moon 2016, p.17). Due to the small number of eTMM citizens that participated in programmes and projects emanating from IC2C agreements, the researcher was limited to only descriptive statistics and could not subject the data to other fields of SPSS which require a large sample size. Data was presented in descriptive statistics drawn from raw data through SPSS. The researcher captured all the respondents from the survey questionnaires to the SPSS software and analysed data on descriptive statistics. This was done so that the researcher would be able to present the data statistically and graphically.

3.10.2 Qualitative approach

The sub-sections below describe how data was analysed in this study using different methods of qualitative data analysis.

3.10.2.1 Content data analysis

Content data analysis was used as a method of analysing primary data in this study where the researcher made labels of crucial features that were closely related to the research questions or objectives of this study. This was done through the coding and matrix phase where the researcher paid attention to detail when classifying raw data in different categories according to the research question of the study that the data was responding to. Content analysis describes a family of analytical approaches ranging from instinctive, interpretive analyses to strict textual analysis (Hsieh & Shannon 2005, p.1277).

3.10.2.2 Matrix analysis

Matrix analysis “allows the macroscopic analysis (the study of the characteristics of whole texts or varieties of language) to inform the microscopic level (focussing on the use of a particular linguistic feature) as to which linguistic features should be investigated further” (Rayson 2002, p.3).

The researcher started by transcribing raw data from a voice recorder to paper for each interview conducted. This was done according to each question posed to the participants and their response. After transcription, following Ruffin’s Guidelines for Matrix Analysis in Qualitative Studies (Ruffin, 2019), the researcher began the data reduction stage that led to the development of matrices which comprises seven (7) stages. In phase one of the data analysis, the researcher created a table with one column being the code of the respondent and the second column being the response to the interview question. This was done in separate documents for all 15 interview questions. The researcher copied all the respondents with their codes into one document which means that the 15 separate interview questions and answers were incorporated into one document. The researcher further highlighted all similar responses from the three participants to all fifteen (15) interview questions using different colour coding (Ruffin, 2019 pp.3-5).

At the beginning of phase two (2), the researcher created a table where all the colour coded excerpts (responses) were divorced from their original questions into a matrix. All the similar responses from 15 questions (which responses are no longer attached to) were grouped together without leaving those responses that were different from the rest of what other respondents were saying (Ruffin, 2019 pp.5-6). This was now phase three (3). After grouping all the colour coded responses according to the colour coding system in phase two (2), the researcher began phase three (3) by giving the colour coded except sub-categories. Sub-categories were developed according to the data in alignment with various bodies of knowledge related to public governance and management (Ruffin 2019, pp. 6-8).

In phase four (4), the researcher started paraphrasing the responses into shorter statements without changing the meaning of what the respondents were saying. This was done as part of data reduction so that data that went into the final matrices could be summarised without silencing any of the responses (Ruffin, 2019 pp. 8-10). The researcher then paraphrased the data in phase five (5) even further and outgrew the sub-categories to give space for bigger categories to come out of the data. This meant that the researcher started to get a bigger picture of what was coming out of the data. In this phase, the original research questions were no longer married to the responses and all excerpts were grouped together according to what they were saying instead of which questions they were answering (Ruffin, 2019 pp. 10-11).

The researcher started designing the actual matrices to form part of this dissertation as part of phase six (6). This was done through matching responses to the research questions and objectives of this study. The researcher transformed the research questions/objectives of the study into a statement where all the matrices that were answering a particular research question were placed under that section and relevant categories speaking to responses in that section were developed. Matrices were also developed for data that was linked to the conceptual framework of this study under each component of the conceptual framework (Ruffin, 2019 pp. 11-12). This process led to the final stage of matrix analyses where the researcher named all the matrices according to their content (Ruffin, 2019 p. 12).

3.10.2.3 Thematic analysis

Thematic data analysis was also utilised in this study for ease of manageability of qualitative data. Thematic analysis refers to a method of analysing, organising, interpreting and presenting data set that has been categorised into themes (Nowell, Norris, White, & Moules 2017, p.2). Thematic analysis is mainly utilised for analysis of raw primary qualitative data (Thomas & Harden 2011, p.2). This type of data analysis allows a researcher to draw conclusions regarding the experiences of participants through data interpretation (Braun & Clarke 2012, p.2). In accordance with Ruffin's (2019, p.12) guide to matrix development, the researcher generated themes from the subcategories and categories that came out of the matrices. In other words, taken as a whole, content analysis led to matrix analysis which led to thematic analysis in reducing and analysing the primary data adduced by this study.

The next section demonstrates how secondary data in this study was analysed.

3.11 Secondary data analysis

The researcher gained access to the documentary data pertaining to IC2C agreements from eTMM. Online journals, textbooks and newspaper articles were also reviewed by the researcher with the purpose of obtaining knowledge that may meaningfully contribute to the completion of this study. It is essential for the researcher to draw conclusions from documented information

(Yin 2009, p. 103). To do so, the researcher employed content analysis to secondary evidence as explained in section 3.1..2.1. The information and knowledge gained from the documented evidence helped the researcher to identify the research gaps in IC2C agreements through reviewing the literature. The information obtained from the documents is presented and interpreted in this study as part of chapters four (4) and five (5) respectively.

3.12 Data quality control

There are various procedures for collecting data in a mixed-methods study. The researcher in this study collected primary data through qualitative and quantitative research approaches using survey questionnaires and interviews. Reliability and validity ensured the quality of data collected through a quantitative research approach. The trustworthiness of the qualitative research findings of this study was measured through credibility, conformability, transferability and dependability.

Quantitative approach: According to Thanasegaran (2013, p.306), Reliability refers to the degree to which measures are free from error and therefore yield consistent results, i.e. “If a measurement device or procedure consistently assigns the same score to individuals or objects with equal values, the instrument is considered reliable” (Thanasegaran 2013, p.306). In simplest words, reliability is the degree to which measurements can be performed and repeated in different groups under different conditions and still yield similar results using alternative instruments (Drost 2011, p.106).

Validity refers to the suitability or meaningfulness of the measurement (Michael, 2011). Validity focuses on whether the research measured what it was intended or supposed to measure, and whether the measurements are true and believable (Zohrabi 2013, p.524). A measure is treated as valid if it measures what it intended to measure and does so without any complications (Thanasegaran 2013, p.37). The researcher measured validity in this study by using one and the same survey question to collect quantitative data from all the participants. The data collected using one and the same instrument proved to be similar in answering the research questions of this study. The researcher also ensured reliability and validity by having the data collection tool quality assured by statisticians, the supervisor and also peer-review by colleagues in the research cohort. This was to ensure that the questions that formed part of the survey questionnaire were likely to measure what the researcher was trying to discover from the participants in the study. In addition, having the data collection tool peer-reviewed by colleagues and the research supervisor before data collection also assisted the researcher to pick up any errors they may have come up from the feedback received from the peer-review process.

Qualitative approach: The researcher conducted interviews with eTMM officials from three (3) different units within eTMM’s departments. The researcher conducted interviews with all the participants using the same interview questions, which guaranteed the trustworthiness of the

study. The researcher also got assistance from other research colleagues during the recording, transcribing and presentation of data. The involvement of research assistants during data collection also assures the trustworthiness of findings. The trustworthiness of the findings of this study will be measured through credibility, conformability, dependability and transferability.

Credibility is the confidence placed in the research findings of a study where the information presented in the findings reflects exactly the original views of the respondents (Korstjens & Moser 2018, p.121). The researcher in this study achieved credibility of the research findings by ensuring that all data analysis processes were undertaken in the presence of other research colleagues in the cohort and the research supervisor during workshop sessions. The research supervisor in this study organised a data analysis workshop where the researcher was expected to undertake all the steps involved in data analysis. This was done under the watch of other research colleagues who also advised the researcher in case some of the data was not completely covered.

Dependability of a study is measured by the stability of the research findings. To achieve dependability in a research study, a researcher needs to ensure that the research procedure is traceable, logical and properly documented (Nowell et al., 2017, p.3). Conformability of a study is drawn from other researchers' confirmation of the research findings that the information presented is traceable and not the researcher's imagination of reality (Shenton 2004, p.72). The researcher ensured dependability in this study by coding the data more than once or twice. The researcher coded the data over a period of more than two weeks with intentional breaks so that there could be time to reflect on what was discovered from the last time that the researcher worked on the data and observe if the same results were still achieved.

Transferability refers to the degree to which the research findings of the study are proven to be transferable to a different aspect with similar characteristics to the research problem (Korstjens & Moser 2018, p.121). The research has the responsibility of providing adequate descriptive data that allows readers to evaluate the transferability of the study to different contexts. The researcher utilised three different sources of data collection methods in this study namely, interviews, a survey questionnaire and documentary evidence. The use of data triangulation by engaging various stakeholders through three data collection methods qualifies the study as being transferable, although the decision as to whether the study is transferable or not lies solely with the reader seeking to apply the research findings to similar contexts.

3.13 Triangulation of the study

Triangulation is combining data collection methods so that diverse views can be explored regarding a subject being investigated. This joining of data collection methods often helps in validating the assumptions arising from an initial pilot study (Olsen 2004, p.5). Mertens and

Hesse-Biber (2012, p.75) further describe triangulation as a measurement technique used by researchers to explore different methods relying on two known points with an intention to triangulate on an unknown fixed point. With the application of triangulation, researchers can utilise two research methods to reduce the weakness of one method, which strengthens the findings of the study (Bekhet 2012, p.3). Furthermore, triangulation serves as a powerful technique to validate the findings of the study through cross verification from one method to another (Honorene 2017, p.91).

Figure 3-1 presents the triangulation of data in this study whereby the researcher explored quantitative and qualitative data collection methods by conducting semi-structured interviews and surveys. Secondary data was also collected through documentary evidence obtained from eThekweni municipality's IGRD office. The collected data was analysed and compared in order to evaluate the diverse views shared by eTMM officials and citizens regarding the influence of IC2C agreements. The diagram presents the triangulation of data collected in this study.

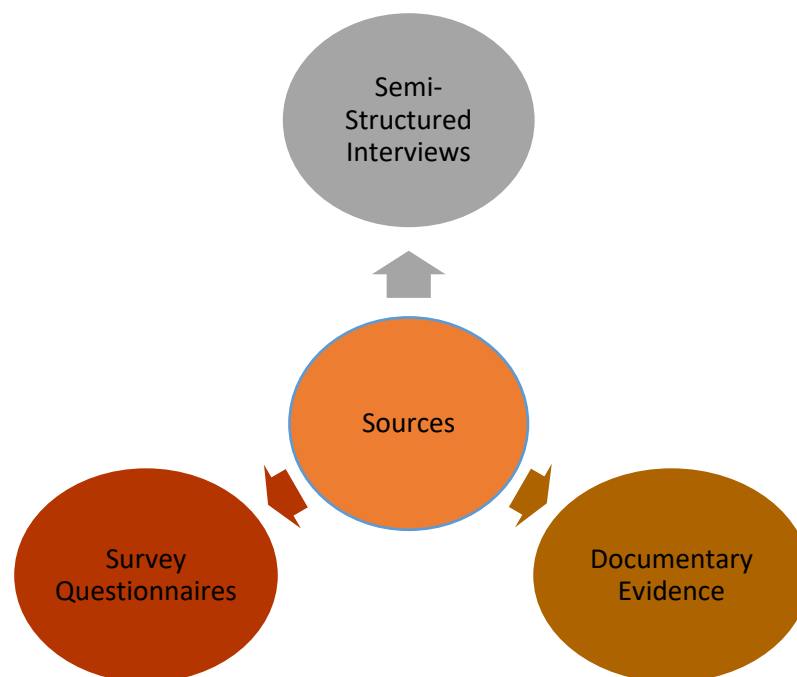


Figure 3- 1: Triangulation of the study

Adapted from: Bekhet 2012, p.3.

3.14 Limitations of the study

There are several factors that can be outlined as limitations in this study. One of the major challenges was the transition from manual submission of Ethical Clearance application to an online application. The researcher submitted the online application for Ethical Clearance in June

2019, only to find out in September 2019 that the application had not reached the university research office in due time. This was due to technical issues involved in the online application process. The researcher was left with no choice but to work beyond the schedule for data collection to happen. The delay in obtaining the EC compromised the project plan of the researcher and the availability of the participants of the study.

The researcher also experienced difficulties in securing interview appointments with some of eTMM officials after having to re-work the initial project plan, which affected the participants schedule. There were also some challenges with getting all participants together in one venue for completion of the survey questionnaire, especially the students enrolled in higher education institutions. The researcher had to travel to all the institutions and schools where some of the participants were based. The meeting of participants in different venues proved to be time-consuming as each and every participant had to be taken through the steps of filling in the questionnaire.

3.15 Chapter summary

This chapter discussed the philosophical worldview underpinning this study as an introduction to the chapter. Research design, strategy, methods and data collection procedures were also thoroughly discussed. The adoption and application of the pragmatic aim was discussed , along with data collections tools, sampling strategies and data analysis. The researcher also unpacked the measures observed to ensure the trustworthiness of the study. The researcher also discussed ethical principles that were taken into consideration during data collection which comprised a gatekeepers' letter and informed consent letters to ensure participants that confidentiality and anatomy were observed in the study. The conditions that limited and delayed the progress of the study were discussed in the conclusion to the chapter.

4 CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The interpretation and analysis of data that was collected in the previous chapter of this study are presented in this chapter. The chapter further presents the demographical context of eTMM and the estimated statistics of the municipal communities, including the documentary evidence obtained from eTMM's IGRD. A mixed-methods research approach was utilised in this study which requires a researcher to analyse and interpret data using both qualitative and quantitative research analysis techniques. Content, thematic and matrix analysis was then employed as a method of analysing and interpreting qualitative data. Thematic analysis is a process whereby a researcher identifies and creates themes from the qualitative data that was collected to give it meaning and it is considered as a very useful method for qualitative researchers as it equips them with the skill to analyse more complex data (Maguire & Delahunt 2017, p. 3351). Matrices were utilised as a form of interpreting qualitative data. The study employed SPSS as a method of analysing quantitative data which is presented in section 4.4 of this chapter. Consequent to the data analysis and interpretation from interviews, survey questionnaire and documentary evidence a triangulation of data is also presented, derived from the three data collection sources.

4.2 The eThekweni Metropolitan Municipality context

This study was conducted in eTMM, KwaZulu-Natal. EThekweni is described as the largest city in the province of KwaZulu-Natal and the third-largest city in South Africa. The city of Durban is known as the home of Africa's best-managed, busiest port and is also a major centre of tourism because of the city's warm subtropical climate and extensive beaches (The official website of eThekweni Municipality, 2011). The city's core values focus on sustainability, being an economically successful city, a caring city, a smart city, focussing on poverty reduction, and being a democratic & equal city. The city carries the vision that by 2030 eTMM will enjoy the reputation of being Africa's most caring and liveable city, where all citizens live in harmony (The official website of eThekweni Municipality, 2011).

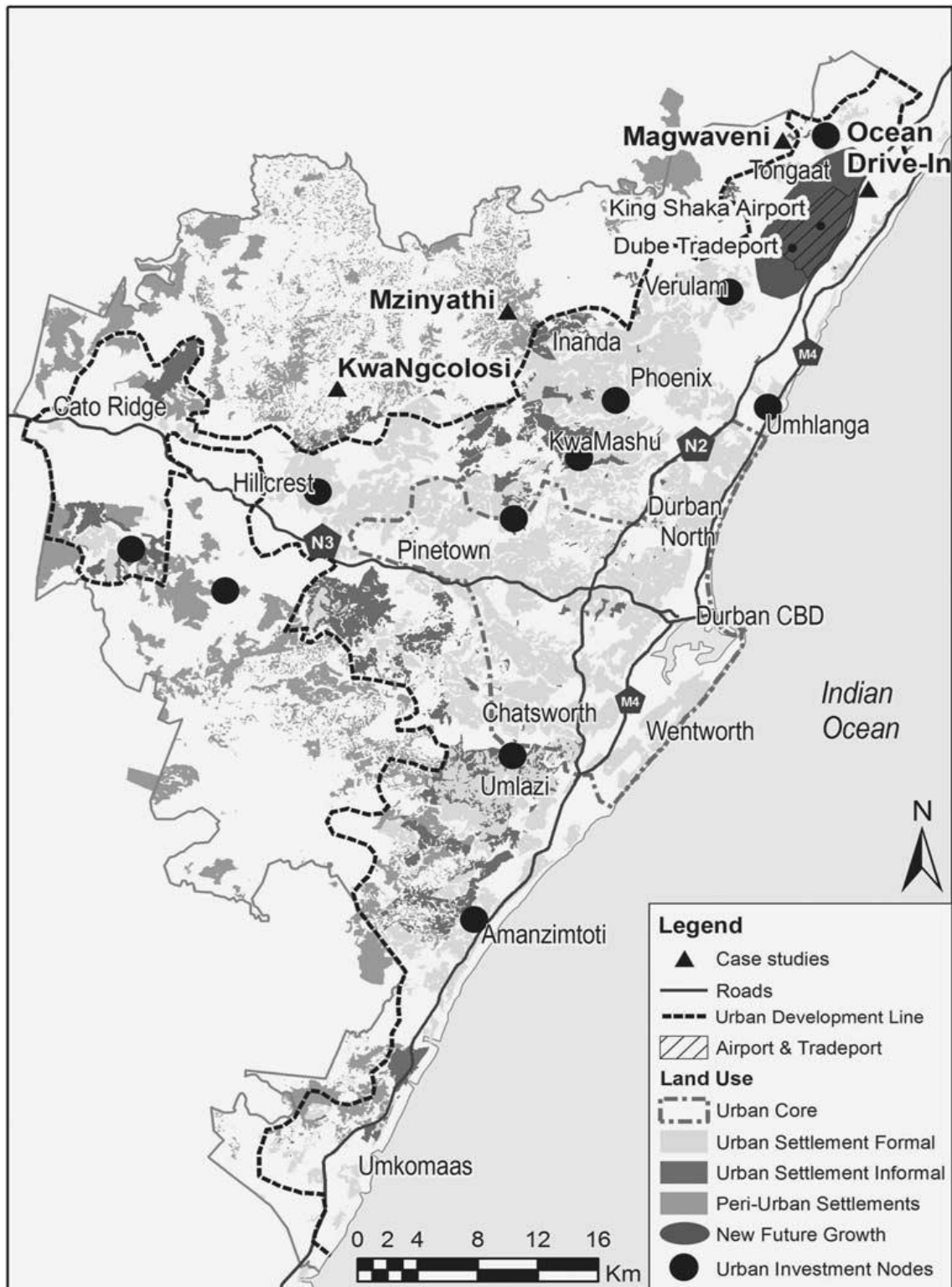


Figure 4- 1: Demographic map of eThekweni

Source: Sutherland, Catherine & Scott, Dianne & Hordijk, Michaela (2015, p.7)

The map in figure 4-1 presents the geographic location of eTMM. EThekweni Metropolitan Municipality is a metropolitan and a developing municipality; hence the map presented in figure 4-1 also shows the development sites within the municipal areas. Note that the legends

demonstrated on the map (Figure 4-1), for instance, case studies, and roads are not applicable to this study. The map is just used to show the demographic areas of eTMM where participants of the study reside and the eTMM is located).

eThekweni is a metropolitan municipality, considering its large population size and intense movement of people. It is the 3rd largest metro in South Africa and is extensively growing in the areas of trade of goods and services and industrial areas. The Municipality is also an active economic centre and a strong interdependent social and economic hub in South Africa (Ruffin 2013, p.121).

Table 4- 1: eThekweni Metropolitan Municipality population size

POPULATION	
3 442 358	3.7million StatsSA Community Survey 2016 3rd largest metro in South Africa
POPULATION GROUP	
Black	2 540 443
Coloured	85 906
Indian	573 332
White	228 405
Other	14 273

Source: The official website of eThekweni Municipality (2011).

Table 4-2 shows a socio-economic description of eTMM. The economic status of eTMM is measured through 4 key economic sectors: manufacturing; financial and business services; community service; and wholesale and retail.

Table 4- 2: eThekweni Metropolitan Municipality socio-economic description

Socio-Economic Description	
Economic Status	
Employed	1 010 598 42
Unemployed	506 111 21
Not economically active	822 288 34
Not applicable/Institutions	65 085 3
Literacy Rate (Grade 7 and above)	2 233 706 (64%)
GDP 2 (2008)	(R137, 6) Billion
Gini Coefficient (2008)	0.639
Dependency Ratio	3.4

Four Main Economic Sectors	% of Total
Manufacturing	23
Financial & business services	22
Community Services	19
Wholesale & Retail	15

Source: The official website of eThekweni Municipality (2011).

According to eThekweni Municipality IPD (2017/2018, p.477) the city develops 8 point plans that serve as a navigating tool to deliver service to eTMM citizens. Figure 4-2 illustrates how these 8 point plans (including plan 7, Good Governance and Responsive Local Government) are implemented in eTMM. Plan 7 is catered for under Governance and International Relations, which is a designated department to position eTMM as a strategic player in global affairs.

The diagram shows the eThekweni Metropolitan Municipality organisation structure to deliver its eight (8) point plans:

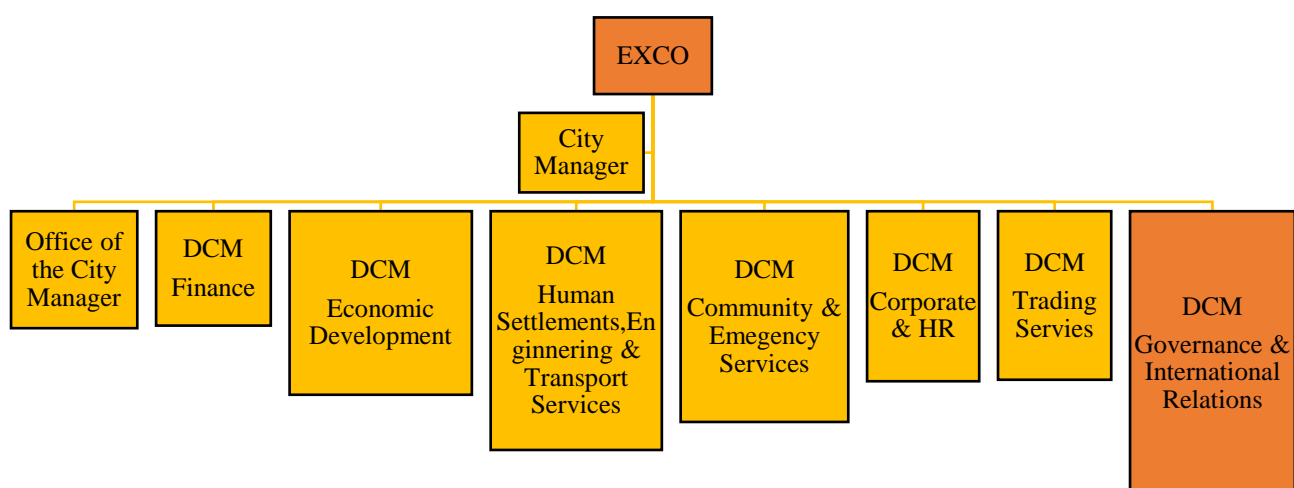


Figure 4- 2: eThekweni Metropolitan Municipality organisation structure to deliver its eight (8) point plans

Source: eThekweni Municipality IDP 2018-19, p.579

Figure 4-3 presented in the section 4.3 demonstrates how IGRD is divided into different units. Each unit within the IGRD has a responsibility to contribute to the mandate of this department which is to position eTMM as a global actor.

4.3 The case of the eThekweni Metropolitan Municipality's International and Governance Relations Department

eThekweni Metropolitan Municipality's IGRD comprises the following units:

- Head (International and Governance Relations) – responsible for overseeing the partnerships engagements at local, regional and international level.
- Senior Manager (International Relations) – responsible for facilitating international engagements with non-African cities.
- Senior Manager (Protocol Events) – responsible for facilitation of engagements of protocol events.
- Senior Manager (Intergovernmental Relations) – responsible for facilitation of intergovernmental relations in the country.
- Programme Manager (Africa Desk) – responsible for facilitation of international engagements within the African continent.

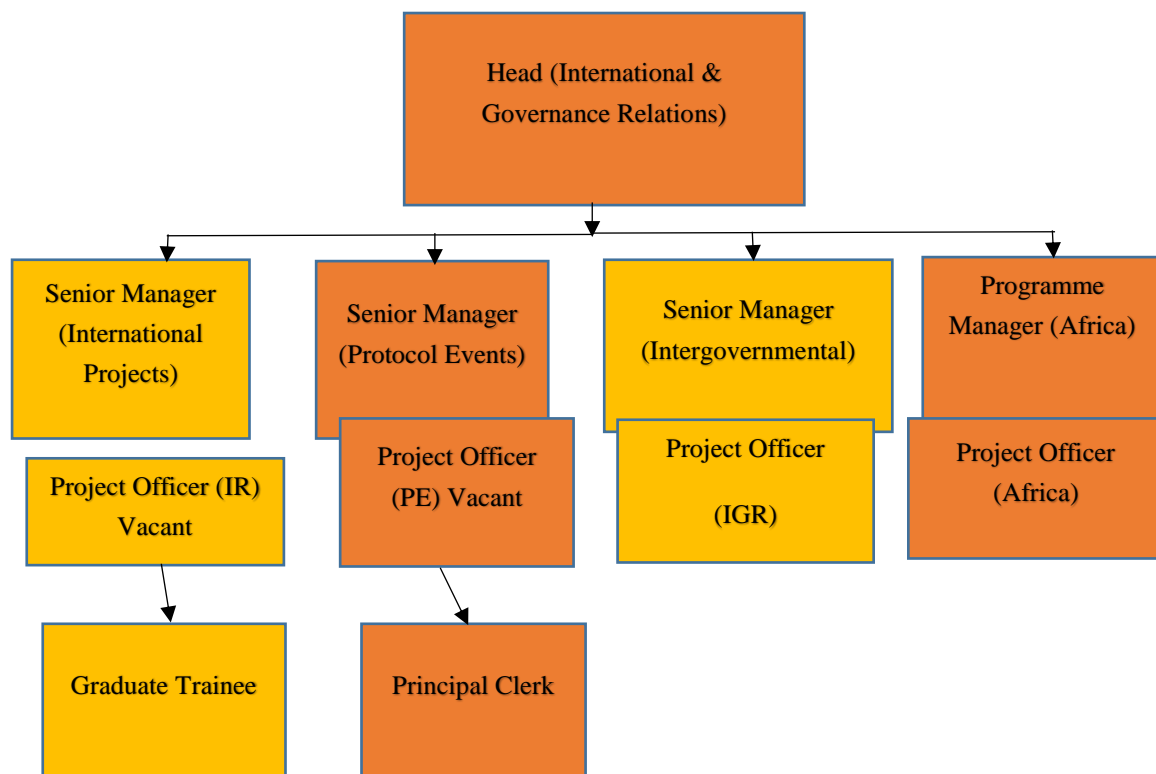


Figure 4- 3: eThekweni Metropolitan Municipality's International and Governance Relations organisation structure

This study focuses on IC2C agreements that eTMM has signed with African and non-African cities. Thus, the IRU and Africa Desk are further explained in section 4.3.1 and 4.3.2.

4.3.1 The case of the International Relations Unit

EThekweni Metropolitan Municipality has signed IC2C agreements with nine cities in non-African countries. Each sister city has signed a partnership agreement with eTMM under different areas of cooperation that are aimed at benefiting both cities that are in partnership. The areas of cooperation that are often considered when partnering are promoting social ties, economic development, safety and security, sports and life skills, arts and culture, and school partnerships.

Tables 4-3 to 4-5 present the total number of eTMM sister cities situated in Europe, North and South America, as well as Asia which are agreements that fall under the IRU in eTMM. The agreements are presented according to the date signed and show the country where each city is situated.

Table 4- 3: EThekweni Metropolitan Municipality IC2C agreements in Europe.

CITY	COUNTRY	DATE SIGNED	ACTIVITY STATUS & AREAS OF COOPERATION
Rotterdam	Netherlands	5 May 1997	Dormant -Safety & Security -Economic Development -Environmental Affairs -Social Upliftment
Leeds	United Kingdom	13 July 1998	Active -Schools partnerships -Economic Development -Social Upliftment -Arts & Culture
Bremen	Germany	22 September 2003	Active -Social Affairs -Economic Development -Culture
Nantes	France	30 August 2004	Active -Socio-economic upliftment -Agriculture & Environment Affairs -Economic Development
New Castle Upon Tyne	United Kingdom	6 March 2015	Active -Economic Development & Trade -Education -Tourism -Arts & Culture

Source: eThekweni Municipality International Relations Office.

Europe is regarded as one of the first continents to create IC2C agreements after WW11 and the fall of the Berlin wall as a first initiative to rebuilding a peaceful and stable Europe (Council of European Municipalities and Regions 2007, p.2). The very first countries in Europe to be involved in IC2C agreements were France and Germany in the 1980's. The agreement was aimed at bringing together citizens of the two countries and promote peace after the fall of the Berlin wall (Council of European Municipalities and Regions 2007, p.3). The concept of IC2C kept evolving and gaining popularity in the 1970s and 1980s with a focus on learning exchanges (de Villiers 2005, p.37-38).

Table 4-4 shows IC2C agreements that eTMM signed with cities in North and South America.

Table 4- 4: EThekwini Metropolitan Municipality international city-to-city agreements in North and South America.

CITY	COUNTRY	DATE SIGNED	ACTIVITY STATUS & AREAS OF COOPERATION
Chicago	USA	15 May 1997	Active -Arts & Culture -Economic Development & Trade -Social Service -Safety & Security
New Orleans	USA	5 November 2003	Active -Economic Relationship -Clothing & Textiles -Music Industry -Social Affairs
Curitiba	Brazil	07 July 2010	Dormant
Los Angeles	USA	2013	Dormant -Economic Development -Arts & Culture -Safety & Security

Source: eThekwini Municipality International Relations Office.

According to de Villiers (2005, p.37-38) IC2C agreements in the USA were first initiated in 1956 under President Dwight D. Eisenhower's governance. This initiative took off as a proposal for people- to- people citizen diplomacy which led to the development of the organisation called Sister Cities International. Sister Cities International began as part of the National League of Cities (NLC) and later grew to be an independent organisation in 1967 after gaining tremendous popularity (de Villiers 2005, p.37-38). The USA concept of IC2C agreements is very similar to that of twinning in Europe, except that Europe focuses on a specific geographic region. Subsequently, Europe twinning agreements were driven by the aspiration of peace consolidation while US sister city partnerships were motivated by people -to- people relations which took on a global perspective (de Villiers 2005, p.37-38).

Table 4-4 shows IC2C agreements that eTMM signed with cities in Asia.

Table 4- 5: EThekwini Metropolitan Municipality international city-to-city agreements in Asia.

CITY	COUNTRY	DATE SIGNED	ACTIVITY STATUS & AREAS OF COOPERATION
Guangzhou	China	17 July 2000	Active -Economic Development & Trade -Science & Technology -Sports & Health -Culture
Daejeon	South Korea	21 September 2011	Dormant -Economic ties & Trade Investments

Source: eThekwini Municipality International Relations Office.

Section 4.3.2 presents the third unit of IGRD that the researcher in this study conducted interviews in with eTMM officials. The Africa Desk unit is responsible for eTMM IC2C agreements and programmes in the African continent. EThekwini Metropolitan Municipality prioritises IC2C agreements that are signed between South Africa and its neighbour states in the continent.

4.3.2 Programme management for African countries

According to the eThekwini Municipality IDP (2017/2018, p.204) the AU vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena, requires unified action from the signatories of the 2063 Agenda. The Agenda 2063 emphasises the importance of a united and peaceful Africa, hence South Africa prioritises partnerships in the African continent and designates different national, provincial and local institutions to establish units responsible solely for Africa partnerships. EThekwini municipality has an Africa Desk as the designated unit for Africa partnership engagements and has signed a total number of 7 IC2C agreements with African cities, as illustrated in table 4-6.

Table 4- 6: EThekwini Metropolitan Municipality international city-to-city agreements in Africa.

CITY	COUNTRY	DATE SIGNED	ACTIVITY STATUS & AREAS OF COOPERATION
Oran	Algeria	17 October 2001	Dormant
Alexandria	Egypt	24 October 2001	Dormant -Knowledge exchange among citizens -Educational and cultural cooperation -Business sector cooperation and exchange
Le Port	Reunion Island	4 November 2005	Active -Social & Economic Exchange -Arts & Culture

Maputo	Mozambique	31 January 2007	Active -Economic relationships through networks and partnerships, further aims and objectives of UCLGA, NEPAD
Bulawayo	Zimbabwe	7 November 2010	Active -Economic development and trade -Social upliftment safety and security -Tourism & cultural relations -Education, sports, administration and professional links
Mombasa	Kenya	2012	Active -Trade & investment, -Youth development, & capacity-building programmes
Douala	Cameroon	8 April 2015	Active -Economy -Culture and sports -Education

Source: eThekweni Municipality International Relations Office.

Section 4.4 discusses quantitative data presentation and analysis. The was analysed through descriptive statistics using SPSS software. The data is presented through graphs and tables, followed by existing literature that supports the findings of the study.

4.4 Data presentation and analysis from survey questionnaire

This section presents the demographic profile of the survey sample and illustrates the descriptive statistics of the responses according to the questions that were asked and answered from the survey questionnaire.

4.4.1 Demographic profile of the survey sample

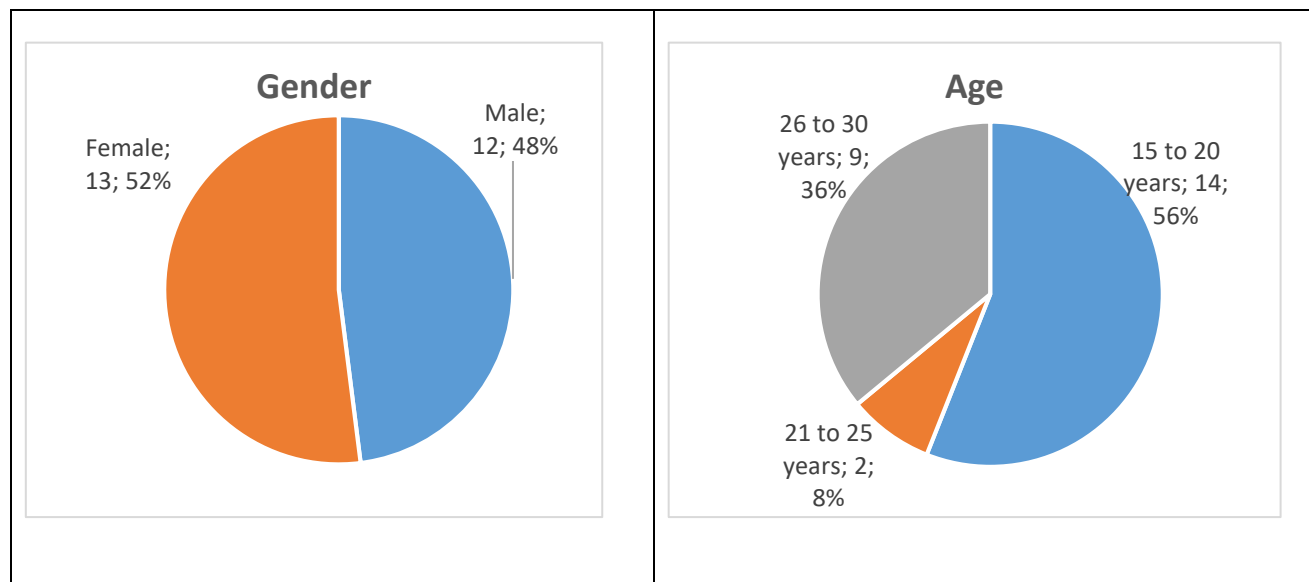
This section outlines the demographic profile of the study sample. The results in Table 4-7, on overleaf, reveal that there was a fair representation of both males (48%) and females (52%), with most of the research participants being in the 15 to 20 years' age group (56%), followed by those in the 26 to 30 years of age (36%), while only 8% were in the 21 to 25 years' age group.

Table 4- 7: Demographic summary of the research sample.

Demographic variable		Frequency	Percentage
Gender	Male	12	48.0%
	Female	13	52.0%
Age	15 to 20 years	14	56.0%
	21 to 25 years	2	8.0%
	26 to 30 years	9	36.0%
Residential Area	Rural Area	10	40.0%
	Urban Area	5	20.0%
	Township	10	40.0%
Race	African	24	96.0%
	Coloured	1	4.0%

The majority of the research participants were from either rural areas (40%) or townships (40%) with only 20% coming from the urban areas. The sample comprised mainly Africans (96%) with only one coloured (4%).

The demographic statistics are also presented graphically in Figure 4-1.



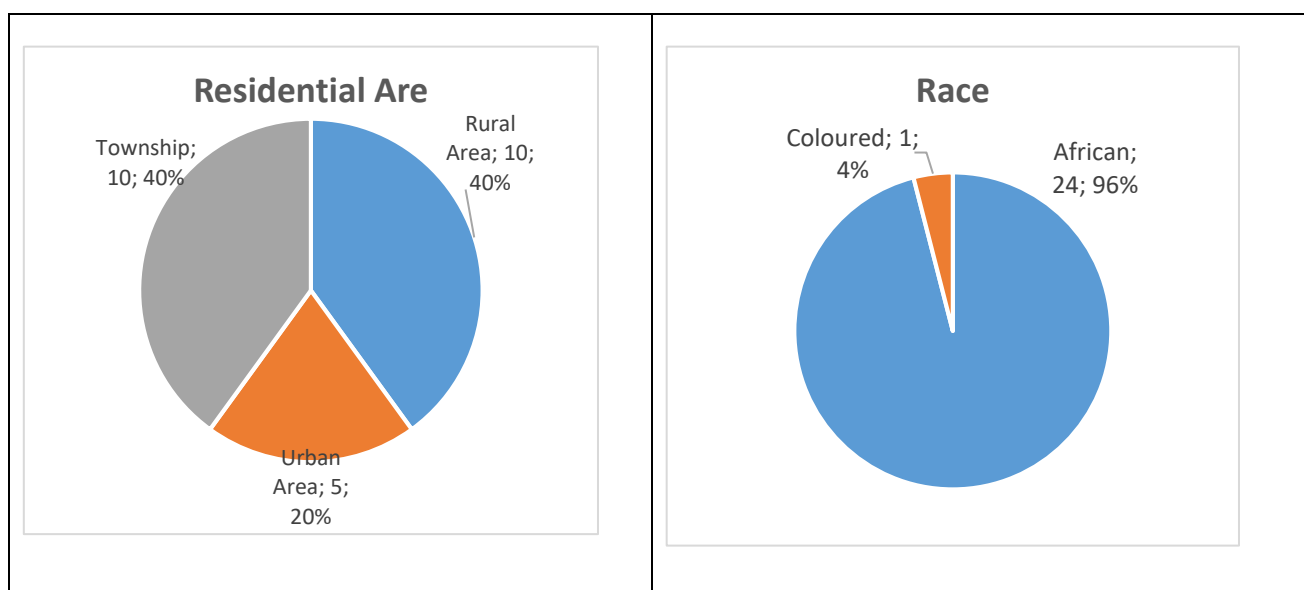


Figure 4- 4: Demographic profile of the study sample.

Section 4.4.2 shows the responses from eTMM citizens with regard to the questions that were covered in Section B of the survey questionnaire (See annexure 3).

4.4.2 Development and implementation of eThekwini municipality international city-to-city agreements

This section looks at the respondents' knowledge of how the city of eThekwini's municipality develops and implements IC2C agreements. The results in Table 4-8 reveals that all the participants understood the concept of IC2C agreements but not all knew about the implementation.

Table 4- 8: Knowledge of international city-to-city agreements.

	Yes	No	%Yes
B1.Do you understand the concept of IC2C agreements?	25	0	100.0%
B2.Do you have any idea on how these agreements are developed?	18	6	75.0%
B3.Do you know any of the programmes within eThekwini municipality which emanated from those agreements?	23	2	92.0%

The results also show that 75.5% knew how the agreements were developed and 92% knew at least one programme that emanated from these agreements. In general, the results show that the research participants were aware of the IC2C agreements the city of eThekwini had.

According to Sizoo, Musch, Papisca, Klem, Freaks, Berg, Bush, Ramos, Moor, & Hemert (2008, p.16) diplomacy may be a new phenomenon in local government, but it has always been there and implemented at national governments level which makes it a popular trend of international relations even on the general public.

Section 4.4.3 shows the responses from eTMM citizens regarding the questions that were covered in Section C of the survey questionnaire (See annexure 3).

4.4.3 Benefits to citizens from eThekweni municipality international city-to-city agreements

This section looks at the benefits derived from IC2C agreements and the level and nature of the benefit.

4.4.3.1 Benefits from international city-to-city agreements

The results presented in Table 4-9 reveal that 96% of the respondents have benefited from the agreements and 78.3% indicated that the agreements have developed them as citizens of eTMM.

Table 4- 9: Benefits from the city-to-city agreements.

	Yes	No	% Yes
C1.Have you ever participated in or been a beneficiary of any of the programmes which emanated from IC2C agreements?	24	1	96.0%
C2.If yes, how has the programme and experiences/skills gained through the programme helped in developing you as a citizen of eTMM	18	5	78.3%
C3.Do you remember the name of the city which the programme you participated in was from?	25	0	100.0%

All the participants still remember the name of the city from which the programme they participated in was.

4.4.3.2 Area of cooperation

Table 4-10 shows the seven main areas of cooperation in the city-to-city agreements. The main area of cooperation was in Arts and Culture (72%) with Tourism coming second (52%). Environmental Affairs (28%) and Economic development (20%) were third and fourth-placed, with Sports and Life Skills (16%) in fifth position. Safety and security (8%), and Science and Technology (8%) were equally placed.

Table 4- 10: Area of cooperation in the city-to-city agreements.

Area of Cooperation	Frequencies			Rank
	Yes	No	% Yes	
C4.3 Arts and Culture	18	7	72.0%	1
C4.2: Tourism	13	12	52.0%	2
C4.6: Environmental Affairs	7	18	28.0%	3
C4.1: Economic development	5	20	20.0%	4
C4.4: Sports and Life Skills	4	21	16.0%	5
C4.5: Safety and Security	2	23	8.0%	6
C4.7: Science and Technology	2	23	8.0%	6

Culture is the most common area of cooperation to be traced in more than half of IC2C agreements that are signed between cities such as the city of Bucharest in the period 1993 to 2015 (Minca 2015, p.83). Furthermore, people -to- people relations are sentimental in cooperative agreements because meaningful relationships can only be cemented through the strength of people's relations. Culture transcends all barriers including, educational barriers, religious barriers and even linguistic barriers (Minca 2015, p.83).

Cultural, arts and sports exchange programmes in city-to-city agreements build trust and shows genuine commitment of people sharing skills and collaborating in their diverse cultures; and such relations further expand to the extent that cities develop more programmes of cooperation simply by observing the strength of their cultural relationship (NZIER report to Sister Cities New Zealand March 2019, p.2).

The cost of cultural relations is minimal and often taken for granted, yet rated as the most efficient and prominent area of cooperation towards building strong cooperative agreements. For instance, it would not be easy to identify and build business opportunities after signing a cooperative agreement if there were no tangible interest of one city's community in learning and understanding the culture of the other (NZIER report to Sister Cities New Zealand March 2019, p.2).

According to Ruffin (2013, p.132), eThekweni municipality IDP outlines 8 point plans, of which one is to promote the municipality as an active player in global affairs, and it is in accordance with this plan that eThekweni has achieved a number of city-to-city exchange programmes, particularly in the field of arts, culture, sports and life skills. Isithumba Sports Garten in

KwaXimba and the Art for Humanity project are some of the operational projects within the municipality which were born out of its sister city agreement with the city of Bremen (Germany) and utilised to strengthen the people -to- people relationships between the two cities (Ruffin 2013, p.132).

Section 4.4.4 shows the responses from eTMM citizens in line with the questions that were covered in Section D of the survey questionnaire (See annexure 3).

4.4.4 How do international city-to-city agreements advance eThekwini municipality as a participatory local actor in global affairs?

These sections present the respondents' views on the efficiency of IC2C agreements in advancing eTMM as a participatory actor in global affairs.

4.4.4.1 Effectiveness of international city-to-city agreements in sustaining development in eThekwini municipality communities and the city as a whole.

Results in Table 4-11 show that there is general agreement that IC2C agreements are effective enough to sustain development in eTMM communities and the city as a whole (76% agree or strongly agree).

Table 4- 11: Effectiveness of international city-to-city agreements.

D1.Do you think these agreements are effective enough to sustain development in eThekwini municipality communities and the city as a whole?		
	Frequency	Per cent
Strongly agree	1	4.0%
Disagree	2	8.0%
Neutral	3	12.0%
Strongly agree	10	40.0%
Agree	9	36.0%
Percentage agree+strongly agree		76.0%

International city-to-city agreements have paved the way for numerous business opportunities between cities and their role has since been recognised and considered significant in fostering goodwill (Gracia & Roldan 2018, p.505). Out of the agreement signed between the city of Malina and Cebu, a scholarship programme for citizens of the 2 cities was introduced. Moreover, the city of Cebu had benefited in terms of improving its health system through the paramedic training that was offered to Cebu practitioners and ambulance vans donated from the sister city programme (Gracia & Roldan 2018, p.505).

Section 4.4.5 reveals the responses from eTMM citizens in line with the questions that were covered in Section D of the survey questionnaire (See annexure 3).

4.4.5 Recommendation of international city-to-city agreements

Results in Table 4-12 show that there is a general appreciation of the IC2C agreement programmes as 96% of the respondents say that they would recommend eTMM to continue establishing and cultivating new relationships with other cities.

Table 4- 12: Recommendation of international city-to-city agreements.

D2.Would you recommend eThekwini municipality to continue establishing and cultivating new relationships with other cities?		
	Frequency	Per cent
Yes	24	96.0%
No	1	4.0%

Minca (2015, p.244) asserts that in order for cities to be stronger and have influence on world affairs and global policy issues, they need to be united in a form of cooperative collaborations especially city-to-city partnerships.

Section 4.4.6 quantifies the responses from eTMM citizens in line with the questions that were covered in Section D of the survey questionnaire (See annexure 3).

4.4.6 City-to-city Agreements as a transformation tool

Results in Table 4-13 present a complete endorsement of City-to-city Agreements as a transformation tool (100%).

Table 4- 13: Views on city-to-city agreements as a transformation tool.

.D3.Do you think eThekwini municipality communities could be transformed through these agreements?		
	Frequency	Per cent
Yes	25	100.0%

One of the issues that still seem to be a hindrance to IC2C agreements is that critical information on programmes and projects born out of sister city partnerships does not reach ordinary citizens who should be benefiting from those opportunities (NZIER report to Sister Cities New Zealand 2019, p.1). The learning and people -to- people exchange programmes need to be efficiently communicated to the communities in order for these opportunities to reach relevant individuals

so that tangible transformation of citizens and communities could be achieved (NZIER report to Sister Cities New Zealand 2019, p.1).

Section 4.4.7 demonstrates the responses from eTMM citizens in line with the questions that were covered in Section D of the survey questionnaire (See annexure 3).

4.4.7 City-to-city Agreements as drivers of economic growth.

Results in Table 4-14 present a complete endorsement of city-to-city agreements as drivers of economic growth (100%).

Table 4- 14: Views on city-to-city agreements as drivers of economic growth.

D4. Based on your experiences, do you think these agreements could help strengthen the economic growth of eThekweni municipality and position the municipality to be an active actor in global affairs?		
	Frequency	Per cent
Yes	25	100.0%

Due to decentralisation and globalisation IC2C agreements have shifted the focus from the traditional motivation of signing partnership agreements based only on peace-making to economically driven agreements (Shanks 2016, p.28). Globalisation has also resulted in the development of agreements such as NAFTA in the Americas and the Schengen Agreement in the European Union which have enabled cities to gain competitive advantage beyond their borders (Shanks 2016, p.28).

Section 4.4.8 gives the responses from eTMM citizens to the questions that were covered in Section D of the survey questionnaire (See annexure 3).

4.4.8 Type of monitoring system that will improve eThekweni municipality international city-to-city agreements

The results in Table 4-15 show the respondents generally believe that it is essential for IC2C agreements to be monitored in order to sustain and improve the relationships between cities (100%).

Table 4- 15: Views on monitoring City-to-city Agreements.

E1. Do you think it is essential for international city-to-city agreements to be monitored in order to sustain and improve the relationships between cities?		
	Frequency	Per cent
Yes	25	100%

Opinions on the frequency of monitoring, as presented in Table 4-16 vary but the majority want more frequent monitoring, as indicated by the 52% who want monthly monitoring as opposed to only 16% who want it to be done yearly. Another 32% want monitoring to be done on a quarterly basis.

Table 4- 16: Views on the frequency of monitoring City-to-city Agreements.

E2.How often do you think eThekwini municipality should monitor its international city-to-city relations?		
Frequency		Per cent
Monthly	13	52.0%
Quarterly	8	32.0%
Yearly	4	16.0%

According to Gracia & Roldan (2018, p.504), the city of Manila and Taipei had achieved a long-standing relationship over years because of frequent communication between the two cities. This is mainly done through occasional visits from one city to another with the aim of discussing activities and programmes to further strengthen their relationship, either in the field of education, or sports and culture (Gracia & Roldan 2018, p.504).

Section 4.5 deals with qualitative data presentation and analyses. The data in this section was analysed using three methods of data analysis: content, thematic and matrix. Data in this section is presented in accordance with the research questions of this study.

4.5 Data presentation and analysis from interviews

This section presents data analysis from the interview questions divided into four (4) sub-headings. The data is aligned with each of the four research statements derived from the research questions or objectives that data is responding to. After this section, the triangulation of this study is presented, which concludes the chapter.

4.5.1 Development and implementation of international city-to-city agreements in eThekwini municipality.

Row 1 of Matrix 4-1 shows that all respondents agreed that IC2C agreements are developed by following governmental procedures, including requesting approval to establish cooperative agreements from DIRCO and eThekwini full council, and having the agreement assessed by legal

authorities IR1, IR2, IR3. Institutions like DIRCO and SALGA play a crucial role in the development of IC2C agreements, although municipalities are the main actors in the facilitation and implementation process (Buxbaum 2014, p.41). International city-to-city agreements are only officiated through the signing of formal legal documentation between two cities at a local government level (Roldan 2018, p.503).

Row 2 of Matrix 4-1 shows that respondents stated that IC2C agreements are developed through assessing points of similarity between cities so that agreements may be based on reciprocity. One city might be strong in agriculture and another city might be strong in sports IR1. International city-to-city agreements are based on genuine reciprocity where cities in partnerships show collaborative efforts in investing in programmes that aim to benefit their citizens in different sectors and fields (Jayne, Hubbard & Bell 2012, p.3). International city-to-city agreements are aimed at creating cooperative techniques and promoting exchange of experiences and best practices between cities sharing similar views on environmental and infrastructure development, and agricultural and other social services (Twinning for Tomorrow's World Practical Guide 2007, p.5).

According to the NZIER report to Sister Cities New Zealand (2019, p.1) the success of IC2C agreements can be traced to actively promoting industries and sectors which predominates in cities. EThekwini Metropolitan Municipality began to put more focus on developing sister city relationships with cities in the southern hemisphere with a focus on programmes that promote knowledge sharing, trade and investments, and small business development (Ruffin 2013, p.132).

Matrix 4- 1: Development of international c2c agreements.

Development of international city-to-city agreements	International C2C agreements are formulated through following a chain of local and national government procedures. IR1, IR2, IR3.
	Terms of agreements vary from C2C agreement to agreement. The partner must be strong in what we need. IR1
	EThekwini MoUs consider BRICS membership. IR3

Matrix 4- 2: Demonstration of how international city-to-city agreements are initiated.

Initiation of international C2C agreements	International C2C agreements are initiated either by citizens or Ambassadors. IR1
	Initiator must write a motivation and prepare a proposed agreement for the identified potential partner. IR3

We have a citizen from the city of Chicago who is in Durban and that person has identified similarities between the two cities then approaches us IR1. International city-to-city agreements are also born out of citizen -to- citizen personal contact and later involving their governments to pursue a formal relationship (Cities Today 2014, p.29).

According to De Villiers (2005, p.7), the job of creating and cultivating IC2C relationships was recognised as being too big for the government alone to handle. Ordinary citizens have been authorised to undertake some of the tasks of professional diplomats with regard to initiating partnerships (De Villiers 2005, p.7). Citizens' involvement in the initiation stage of IC2C agreements has been vital, with or without the encouragement of national institutions; the decision to enter into a formal cooperative agreement is initiated at local government level by people on the ground (De Villiers 2005, p.7).

One of the most important factors in initiating cooperative agreements is the political will of the local chief executive or the mayor of the municipality. If mayors are proactive in identifying opportunities that could benefit their communities in an agreement; that agreement becomes a priority to both cities because of the involvement of the superiors (Gracia Z & Roldan 2018, p.506). Matrix 4-3 demonstrate participants' understandings of how an IC2C agreement is formalised.

Matrix 4-3: Outline of the chain of governmental documents and processes involved in formalising an international city-to-city agreement.

Chain of Governmental documents in international C2C agreement development	We prepare a written report about the proposal to authorising bodies for approval. IR1, IR3
	We prepare a letter of intent before signing an MoU. IR1, IR2
	We populate a Memorandum of Understanding. IR1
	We facilitate meetings of engagement to decide where the MoU will be signed. IR1
	IGR policy document in formulating specifications of the MOU. IR3
	EThekweni international C2C programmes and projects in alignment with National and Provincial Strategy documents. IR1

You can't form a sister city relationship without having to go through certain processes IR1. According to Gracia & Roldan (2018, p.503-504), there are quite a number of steps which municipalities need to undertake towards formalising IC2C agreements:

- Selection of a committee representing community members from academe, business, youth, media and other sectors that will be affected by the proposed agreement depending on areas of cooperation outlined by both parties;
- Background information which provides types of activities that are in existence in each city and types of projects that communities are willing to undertake should be compiled;
- The committee submits a written proposal for endorsement by the mayor and full council;
- A protocol/letter of intent is drafted and presented to legal services units signifying an intention to develop a sister city relationship;
- The letter of intent is sent to a city's foreign affairs department for approval then later forwarded to the proposed sister city;

- Once the two cities decide and agree to enter into a cooperative agreement, dates of the signing ceremonies are communicated between the two governments.

We write to DIRCO and the Municipal full council for permission to enter an IC2C agreement. IR1, IR3. The processes undertaken to formalise an IC2C agreement require an intermediate institution, which in most countries would be Foreign Affairs, to help provide guidance and supervision (APEC Twinning Implementation Essentials, 2008, p.1). A legitimate route to developing a sister city agreement is through the assistance and coordination of the Department of Foreign Affairs and its regional consular offices (Gracia & Roldan 2018, p.506). The national department responsible for foreign affairs can assist local government with guidance and detailed information regarding municipalities which they are intending to partner with, together with providing information on the protocol on diplomatic practices in local government (Gracia & Roldan 2018, p.506).

In the South African context there is a foreign policy under the umbrella of DIRCO put in place to provide guidance to local government intending to form international cooperative agreements (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.14).

All the projects that we develop out of our sister city relationships have some element of sustainability in it and it must contribute to the Sustainable Development Goals IR1. According to eThekweni Municipality IDP (2017/2018, p.198) eTMM prioritises 11 SDGs, including goal number 17 where the city is looking at strengthening partnership efforts as a global vision. The 11 targets of eTMM in delivering SDGs influences the development of programmes and projects that the city plan to implement every year. By the year 2030, eTMM envisions itself as an accessible city and peaceful city and it incorporated this vision by the implementation of programmes and projects that support these 11 SDGs (eThekweni Municipality IDP 2017/2018, p.198). The city of Bremen, which eTMM has been in partnership with for a quite a number of years, donated four wind turbines for eTMM to be able to facilitate its renewable energy, and this forms part of the SDGs (Ruffin 2013, p.132). Participants were aware of reasons for establishing IC2C agreements as indicated in Matrix 4-4.

Matrix 4- 4: Respondents' stated reasons for local government to establish IC2C agreements.

Reasons for establishing C2C international agreements	Since we are a coastal city we would partner with another coastal city to share ideas on addressing challenges and managing the coastal environment. IR
	There must be sufficient similarities of cities for us to achieve learning experiences. IR2, IR1
	We conduct research to determine similarities as we did in our C2C agreement between eThekweni and Chicago. IR1

Identifying the similarities between cities helps determine what they could learn from each other IR1, IR2. Prior to signing a formal IC2C agreement it is important that cities consider their similarities where programmes of cooperation could be developed, such as culture, economy, recreation and historical concerns (Gracia & Roldan 2018, p.503).

One city will probably be strong in agriculture while another city might be strong in sports IR1. Various cities, European and African, have innovated a number of city-to-city programmes aimed at improving the lives of their respective citizens through learning exchange programmes and sharing best practices between municipalities (EMM Policy: Municipal International Relations 2010, p.4). Although these partnerships are well known for prioritising cultural and education development, globalisation forces local governments to expand their partnership scope to cover even economic development (Gracia & Roldan 2018, p.503).

According to Joenniemi & Sergunin (2011, p.123), IC2C agreements are formed through examining similarities that exist between two cities intending to partner. As a result, cities are increasingly forming these partnerships to share knowledge and benchmark best practices. The benchmarkings are aimed at tackling issues that are facing cities by examining what they could learn or share with others based on their similarities (City-to-City Cooperation: Issues Arising from Experience 2001, p.5).

EThekweni and the city of Chicago are coastal cities and we understand the challenges that coastal cities go through and we look into the fact that can we can partner so that we are able to share ideas on how we can manage the coastal environment IR1. The exchange of expertise and knowledge sharing through IC2C programmes is a two-way stream where each city has to benefit, which is why it important for research to be conducted identifying similarities between the cities (Bontenbal & Mamoon 2017, p.5).

Matrix 4- 5: The views of respondents regarding areas of cooperation covered in Memoranda of Understanding.

Purposes of MoUs	MoUs are multi-pronged. IR1
	MoUs consider investments. IR3
	MoUs envisage skills development. IR3
	MoUs prioritise exchange programmes to maximise socio-economic development. IR 3
	MoUs consider collaborative efforts and knowledge sharing. IR3, IR2
	MoUs are tools for positioning eTMM in global affairs. IR3

International city-to-city agreements are official partnerships between cities forged through the signing of a Memorandum of Understanding (MoU). When cities form partnerships, they outline areas of cooperation in which their partnerships are based on; this is mainly done through MoUs (Gracia & Roldan 2018, p.503).

Once the MoU is signed we service the agreement by implementing projects of a business nature, agriculture, economic development and all other categories specified in the MoU IR2. Programmes emanating from IC2C agreements are utilised as a tool to facilitate the exchange of technical expertise and knowledge sharing and also in finding solutions to environmental problems and presenting business opportunities, especially for young people (Furmankiewicz 2005, p.2).

We try to design an MOU that covers a number of aspects and the MOU will specify those aspects, namely: Coastal management; Economic Development; Arts and Culture; Sports; Green economy and Maritime IR1. The areas of cooperation are not limited to what is covered by MoUs but they can always expand, depending on the strength of the relationship between cities (Gracia & Roldan 2018, p.503).

International exchange programmes play a significant role in strengthening city-to-city partnerships and qualifying cities to participate in the world economy (Alger 1999, p.14). One of the main purposes of the municipalities is to maximise socio-economic development efforts, so we prioritise the exchange programmes between cities IR3. One of the main tools for achieving social upliftment and economic development is through prioritising municipal exchange of officials and citizens, particularly youth and children so that there can be an exchange of knowledge from that minimal level (Furmankiewicz 2005, p.2). The crucial requirement of city-to-city partnership is the ability to share learning experiences in various professional areas (APEC Twinning Implementation Essentials 2008, p.1).

Matrix 4- 6: The implementation processes of international city-to-city agreements.

Implementation processes	International C2C agreements are either programme- based or project-based. IR1, IR2
	Development of service level agreements. IR3

The sister city relationship is project-based because we have to create projects that will keep the sister city relationship active IR1, IR2. The nature of IC2C agreements is substantial and project-based, with measurable objectives (EMM Policy: Municipal International Relations 2010, p.4). According to eThekweni municipality IGRD, projects are considered to be born out of programmes that are developed between sister cities.

The concept of IC2C partnerships was launched in the 1960s with the aim of promoting peace between countries after WW11, and further developed in the 1970s and 1980s to become more technically orientated and project-based (Bontenbal & Mamoon 2017, p.4). Matrix 4-7 reveals participants' views on implementation strategies.

Matrix 4- 7: Strategies for implementing international city-to-city agreements.

Implementation strategies	Assessing the extent of mutual benefits. IR1
	Servicing MoU post-signatories. IR2
	Identifying projects amenable susceptible to cooperation. IR1
	Implementation of service level agreements. IR3

According to Bontenbal & Mamoon (2017, p.4), after signing of official MoUs cities identify projects to share knowledge and expertise with their partner cities. Each pair of partner cities must thoroughly examine projects and activities that suit their particular objectives and resources (Zelinsky 2009, p.3). The data in Matrix 4-7 confirm Molepo's (2018, p1038) findings that "it is pivotal for municipalities to strengthen ties with towns that have similar developmental needs". These projects allow local communities to share experiences and innovations in different fields and also encourage people to work and connect beyond political barriers (Furmankiewicz 2005, p.2). Furthermore, these projects encourage cities to foster cross-border communication, and promote cultural and educational exchanges (NZIER report to Sister Cities New Zealand March 2019, p.1).

4.5.2 International city-to-city agreements in benefiting eThekweni municipality citizens.

As Matrix 4-8 indicates, participants perceive benefits of IC2C agreements.

Matrix 4- 8: The role played by international city-to-city agreements in benefiting ordinary citizens.

International C2C citizen participation	International C2C agreements seek citizens' beneficial opportunities. IR1
	International C2C agreements seek collaborative efforts. IR1
	International C2C programmes ensure citizens maximum benefits. IR1
	International C2C agreements ensure job creation either in the tourism sector or through investment projects. IR3
	International C2C exchange programmes in benefiting eThekweni citizens and officials. IR3

The whole reason for us having a relationship with a particular city is for us to also have some sort of benefits for the city whilst we are also looking into helping other cities and our main focus

is what could citizens benefit IR1. The city of Bremen sponsored four young citizens of eTMM with an internship based in Germany (Bremen) for a period of six months to develop them on environmental issues through a sister city partnership (Ruffin 2013, p.132).

In Northern countries, IC2C agreements are leading the way in advancing citizens through different exchange programmes, and enabling members of their communities at large to participate in development efforts and opportunities as a result of partnership agreements (City-to-City Cooperation: Issues Arising from Experience 2001, p.5).

I would say that 90% of our sister city programmes benefit the communities because at the end we are the facilitators of the development of our communities, whether it is tourism or investment orientated it still benefits the communities cause it provides job opportunities IR3. City-to-city cooperative programmes enhance people -to- people diplomacy leading to social, professional, cultural and economic activities and job opportunities for the communities of municipalities involved (Gracia & Roldan 2018, p.503).

Matrix 4- 9: The role played by international city-to-city agreements in developing the city of Durban.

City development	EThekwini infrastructure development through c2c programmes. IR2, IR3 EThekwini water system improvement through c2c programmes. IR1 EThekwini public transportation improvement through a c2c project. IR2
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Section 4.5.3 shows alignment of the 3rd research objective with respondents from the interviews. Interview questions were structured with the intention of getting views from the participants in alignment with the research questions and objectives of this study.

4.5.3 International city-to-city agreements in advancing eThekwini municipality as a participatory local actor in global affairs.

Matrix 4- 10: The role that international city-to-city agreements had played in positioning eThekwini municipality as a participatory actor in global affairs.

EThekwini; local actor in global affairs	EThekwini municipality hosting Global Parliament of Mayors. IR1, IR2
	EThekwini municipality hosting UCLG conference. IR1, IR2
	EThekwini hosting COP 17. IR1
	EThekwini being a member of UGLG. IR1
	EThekwini being a member of CLGF. IR1
	EThekwini being a member of the C40. IR1

	City's reputation determines its cooperative influence in the global space. IR1, IR2, IR3
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According to (Bontenbal & Mamoon 2017, p.10), IC2C agreements are perceived as a tool which affords the local government a chance to be active actors in global issues. The Global Parliament of Mayors, a global space platform, for the first time will be hosted in Africa by eTMM, which is a result of a sister city partnership IR1, IR2.

EThekwini Municipality is a member of the CLGF IR1. EThekwini municipality had been running a project funded by CLGF which is called the Commonwealth Good Practice Scheme project and has been acknowledged to be advancing economic development, promoting good governance, skills development and positioning eTMM as an active learning city on an international stage through its knowledge transfer to other municipalities (Ruffin 2013. P.130).

We further partnered with UCLG which is the United City of Local Government and we will be hosting a congress of UCLG on climate change in November 2019 IR1, IR2. United Cities and Local Governments (UCGL) was established in January 2004 with the aim of promoting democracy, development of local government, and decentralisation for the service of the citizen (Bontenbal & Mamoon 2017, p.10). Local government is the primary focus on the UCLG agenda by prioritising the development of human rights, the promotion of peace in communities and bringing municipalities all around the world into working together (Bontenbal & Mamoon 2017, p.10).

4.5.4 Development of an international city-to-city agreement monitoring system based on analysis of primary and secondary data from the study.

Matrix 4- 11: Respondents' perspectives on monitoring of international city-to-city agreements.

Monitoring	Majority of eThekwini agreements are active. IR1
	Majority of eThekwini agreements are inactive and not serviced. IR2. IR3
	EThekwini municipality considers active communication as a monitoring tool. IR1
	EThekwini municipality's IGR and Monitoring and Evaluation units as a tool. IR3
	Ineffectiveness of eThekwini municipality c2c monitoring system. IR3, IR2
	Monthly monitoring is sufficient. IR1
	Quarterly monitoring. IR1, IR3
	Monthly is too minimum. IR3
	Monitoring system in adding value to the municipality. IR1, IR2

If there was a monitoring system, we wouldn't have so many MoUs that are not serviced at all IR2. According to the NZIER report to Sister Cities New Zealand (2019, p.1), IC2C agreements require commitment and a lot of effort to maintain good relationships and allowing the development of new programmes to be born from areas of cooperation specified in MoUs.

The fact that we ensure operational projects with each of our sister cities and there's always some sort of communication between us, that serves as a monitoring tool IR1. One of the most common and important mechanisms for keeping sister city relationships alive and active is regular communication and keeping contact between cities in partnership. Keeping good communication helps cities to maintain their relationships in alignment with the ever-changing and growing economic environment (NZIER report to Sister Cities New Zealand 2019, p.1). Communication between cities in an agreement should be frequent and direct because it is important to keep an open line of communication as it makes it easier for responsible persons to follow up on commitments made in the agreement (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.9). Therefore, communication is central to implementation and monitoring. As Molepo (2018, p1040) argues, for an IC2C agreement "to create investment opportunities...such relations need to be maintained and monitored for the purpose of the implementation'.

Regular communication between cities plays a pivotal role in strengthening and keeping a relationship intact. Subsequently, a monthly teleconference and courtesy visits drive partners to initiate substantive programmes (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.14). Furthermore, it is important that cities develop a monitoring and evaluation strategy that will be agreed upon by the two cities in partnership to ensure effective communication (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.33).

4.6 Monitoring system for eThekweni Metropolitan Municipality

The monitoring system for eTMM is developed in this study through process monitoring. The study drew certain components that made up this monitoring tool from the secondary data obtained from eTMM and primary data collected from eTMM officials and citizens through interviews and survey. This was done in alignment with components of process monitoring model. The first component of the process monitoring tool is 'Desired vision', where the monitor outlines the vision that the project aims to achieve. 'Inputs' is the second component of process monitoring, where a description of what is invested in a project to achieve the desired vision is illustrated. 'Activities' or 'Outputs' form part of the components of process monitoring to clarify what activities are done to achieve the vision of the project. The fourth and last

component of process monitoring is ‘Outcomes’, which also includes the impact that the activities brought in achieving the vision of the project (Odhiambo 2013, p.1).

The researcher in this study adopted the following components in conjunction with indicators of the process monitoring system:

- **Desired vision - Collaborative efforts (beneficial opportunities)**

According to the participants, all the IC2C agreements currently in existence in eTMM outline a common vision or goal. The agreements indicate that eTMM enters into IC2C agreements with a goal to partake and be involved in opportunities that will be beneficial to communities and citizens.

- **Inputs – Procedures for implementation**

In order for mutually beneficial opportunities for citizens and communities to arise, a programme outlining activities that will be undertaken to create space for those opportunities to be developed should be established. This programme should indicate projects that cities aim to initiate based on the areas of cooperation specified in the MoU. The programme should include, but not be limited to, possible financial implications and time frames, so that the city can measure its chances of participating in those projects according to its budget.

- **Activities – Exchange programmes**

Based on data from the interviews, eTMM officials alluded to the fact that “we ensure implementation of exchange programmes to benefit our citizens” IR1, IR3. In support of information provided by eTMM officials eTMM citizens confirmed that they had participated in various exchange programmes emanating from eTMM IC2C agreements. The exchange programmes outlined on IC2C agreements are based on areas of Economic Development; Social upliftment; Tourism; Safety and Security; Arts and Culture; Education and Sports. However, it is worth noting that none of the exchanges between cities in partnerships will place if communication is neglected. Therefore, it is important that eTMM ensures regular communication with its sister cities. The majority of both eTMM officials and citizens suggested that communication and monitoring should be done on a monthly or quarterly basis.

- **Outcomes and Impact – Social upliftment**

According to the findings of this study, 96% of the eTMM citizens that were sampled attested that they have benefited from programmes emanating from IC2C agreements and 78.3% indicated that these programmes have developed them as citizens of eTMM. EThekweni Metropolitan Municipality holds the responsibility of constantly evaluating whether the relationships between

the municipality and its partner cities play any role in benefiting the citizens and its communities as the main goal for the municipality to enter into partnership agreements. This could be done by regularly applying the following guidelines for monitoring IC2C:

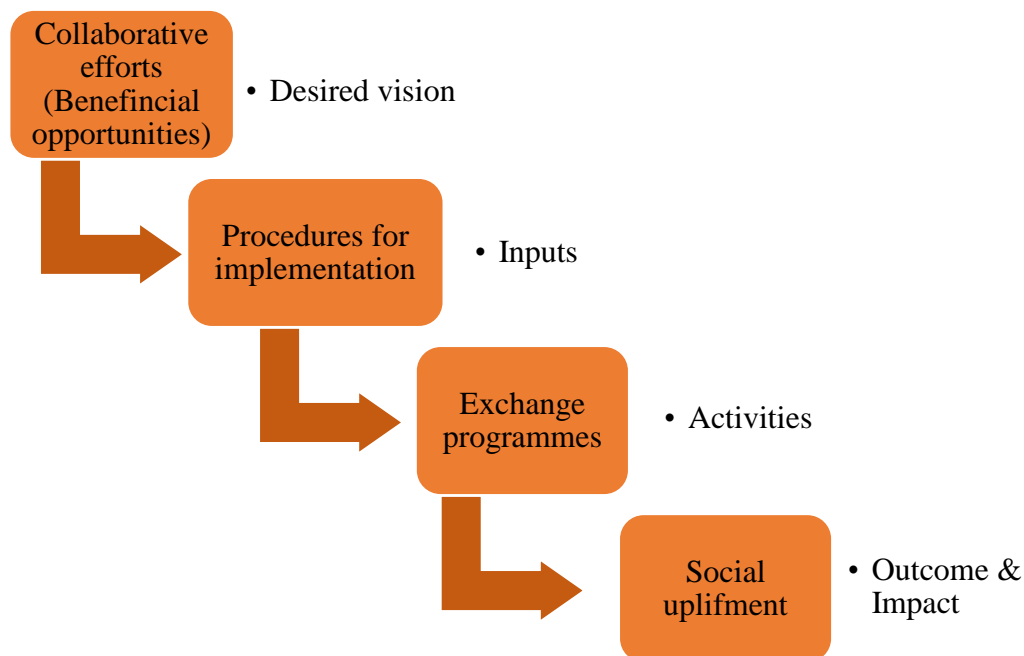


Figure 4-1: International city-to-city agreements monitoring tool

Adopted from: Jayne, Hubbard & Bell (2012, p.3) and Andréasson & Königson (2013, p.3); Report on the conference on city-to-city cooperation between Flanders and Southern Africa (2011, p. 14).

Section 4.7 presents the alignment of the conceptual framework of this study with data collected through interviews.

4.7 Conceptual framework and interview data

This section provides a link between the conceptual framework of this study and the data collected from the interviews.

Matrix 4- 12: The role of reciprocity in strengthening international city-to-city agreements.

Reciprocity	Good cooperative relations are perceived as a good model of reciprocity. IR1
	C2C agreements could either represent a good or bad model of reciprocity. IR2
	Nature of agreement determines a model of reciprocity. IR3
	There's unwritten reciprocal protocol between eThekwin municipality and its counterparts. IR1
	C2C agreements follow reciprocal procedures. IR1

Our Water and Sanitation department is receiving a lot of benchmarking requests from other African countries wanting to learn from us simply because we have learnt from other developed cities IR2. Reciprocity is an important advantage of IC2C agreements because when implemented effectively, it leads to tangible benefits of a successful partnership (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.9). Subsequently, IC2C agreements require a commitment to reciprocity, openness and sharing of experiences. Even if one partner is lacking financially, there could be other valuable programmes to substitute those shortfalls, like knowledge sharing (APEC Twinning Implementation Essentials 2008, p.12).

The nice thing about the city of Bremen relationship is the fact that it has expanded from just reciprocating visits to programmes that had benefited a lot of citizens and that is a good model of reciprocity we would like to experience with all our sister cities IR1. Exchange visits are considered as one common method of reciprocity (Zelinsky 1991, p.3). Cities provide assistance to each other on the basis of the principle of reciprocity (Franssen 2016, p.15). Mutual responsibility and accountability are essential in reciprocity; this is proven and shown through exchange processes between cities (APEC Twinning Implementation Essentials 2008, p.12).

Matrix 4- 13: The importance of the reputation of cities in international affairs.

Reputation	Protocol training for eThekweni municipality travelling abroad. IR1 Reputation, Integrity and reliability in the interaction of international cities. IR2 Protocol in c2c agreements. IR2
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Every time when we have an official travelling we have to ensure that they have to uphold the reputation of the city likewise also they also have to uphold the reputation of the country by offering protocol training IR1. Local government in South Africa is duty-bound by DIRCO not to dent the good reputation of the country as a respected global citizen (Report on the conference on city-to-city cooperation between Flanders and Southern Africa 2011, p.14).

Section 4.8 shows how data collected through survey quationnare and interviews led to the emergence of broader themes.

4.8 Emerging Themes

After the data reduction process, the themes of this study started to emerge. The interaction between the worldviews and conceptual framework assisted in identifying themes from the data collected in this study. Annexure 9 goes into more detail regarding the linkage between the conceptual framework and emerging themes.

The following themes emerged from interviews data:

Theme 1:

International city-to-city agreements are developed through following certain procedures and processes.

Theme 2:

Memoranda of Understanding are developed in order to outline key focus/collaborative areas of the agreement.

Theme 3:

International city-to-city agreements are implemented through programmes and projects that are beneficial to the city and citizens.

Theme 4:

The status of active partnerships is determined by the number of operational projects between eTMM and its counterparts.

Theme 5:

International city-to-city agreements are motivated by benefits to citizens and their city development- enhancing potential.

Theme 6:

Reciprocity is a major contributing factor in sustaining good cooperative agreements between eTMM and its partner cities.

Theme 7:

EThekweni Metropolitan Municipality ensures a good representation of its image in the global space by offering protocol training and scrutinising its associations.

Theme 8:

Development of a monitoring guidelines for eTMM is highly relevant in the absence of an efficient tool to monitor international c2c agreements.

Section 4.9 shows how qualitative and quantitative data converged and diverged in the study. The converged and diverged data is presented in the form of triangulation.

4.9 Triangulation of the study

Triangulation of data using three data sources enhances the establishment of trustworthiness of this study. There are four types of triangulation; one being method triangulation, which occurs mainly in qualitative studies where the researcher uses his or her observations with interviews to draw the findings. There is also theory triangulation, which involves employing various theories in data analysis and the interpretation process. A third form of triangulation is investigator triangulation, which involves multiple researchers in one study drawing different findings and conclusions. The last type of triangulation is data source triangulation, where a researcher utilises different methods of data collection to validate data through different views and perspectives (Honorene 2017, p.91). In this study, the researcher utilised data source triangulation, where she engaged with eTMM officials through interviews and eTMM citizens using a survey questionnaire as a data collection tool. Data collected from eTMM officials through interviews was compared and contrasted with data collected from the citizens through a survey questionnaire to determine the divergence and convergence of responses from both citizens and officials.

EThekweni Metropolitan Municipality officials indicated that approximately 90% of programmes emanating from IC2C agreements benefit eThekweni citizens. ETMM citizens confirmed that IC2C programmes have impacted in a positive way and some further elaborated that the programmes had uplifted their standard of living. Thus, the triangulation of the data concerning the role IC2C agreements was one of convergence.

The further comparison made from both qualitative and quantitative data on time flexibility in the monitoring of IC2C agreements in eTMM reflected that both eTMM officials and citizens suggested that IC2C agreements should be monitored either monthly or quarterly. Subsequently, convergence occurred between qualitative and quantitative data.

With regards to the existence of a monitoring tool or system in eTMM, documentary evidence from the draft International Relations policy document of eTMM shows that there is no monitoring system in place to monitor IC2C agreements in eTMM. Contrary to this, some of eTMM officials maintained that there is a monitoring system used by eTMM to monitor its international partnerships but that it is inefficient. In this regard, divergence occurred between documentary evidence and qualitative data.

It can be noted that triangulation in this study displayed convergence between qualitative data (interviews) and quantitative data (survey). However, the triangulation in this study found a divergence between secondary (documentary evidence) and qualitative data (interviews).

4.10 Chapter Summary

This chapter gave a brief overview of eTMM including the statistics of the population of the entire city as the site of this study. Documentary evidence obtained from eTMM was presented, followed by data analysis of both qualitative and quantitative data. The researcher established matrices in alignment with the conceptual framework and research questions/objectives of the study. The matrices developed out of raw data were supported by literature in discussions. This chapter also presented themes that emerged from the collected data, and in closing, the chapter covered the triangulation of the study to determine convergence and divergence in the findings of the study.

5 CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings and conclusions based on the four chapters covered in this study. The chapter opens with the recapitulation of research objectives and research questions for ease of reference to the research findings discussions and recommendations based on each research objective reflected in the table. The chapter further proposes the recommendations and areas identified for further research based on the research findings of the study.

5.2 Research questions and research objectives recapitulation

The aim of this study was to achieve the research objectives and address the research questions presented in table 5.1.

Table 5- 1: Research questions and Research objectives

Research questions	Research objectives
How does the eThekwini Metropolitan Municipality develop and implement International City-to-City agreements?	Determine how eThekwini Metropolitan Municipality International City-to-City agreements are developed and implemented.
To what extent do International City-to-City agreements help benefit eThekwini Metropolitan Municipality citizens?	Discover whether eThekwini Metropolitan Municipality citizens benefit through International City-to-City agreements.
How do International City-to-City agreements advance eThekwini Metropolitan Municipality as a participatory local actor in global affairs?	Examine the role of International City-to-City agreements in advancing eThekwini Metropolitan Municipality as a participatory local actor in global affairs.
What type of guidelines will facilitate a monitoring system to improve eThekwini Metropolitan Municipality International City-to-City agreements?	Develop guidelines for a monitoring system based on analysis of primary and secondary data from the study.

Section 5.3 on overleaf provides an overview and summary of the 5 chapters covered in this dissertation.

5.3 Summary of Chapters

Chapter one: Introduction and Background

The chapter gave an overview of what the dissertation comprises. Background and outline of research problem was provided in this chapter, including a brief narrow statement of the research problem. The chapter also introduced the research objectives and questions of this study in the form of a table. The chapter further introduced the research paradigms, worldviews and methods utilised in chapters 3 and 4 to investigate the research problem and achieve the objectives of this study. The significance and contribution to the body of knowledge which served as a motivation to undertake this study was outlined in this chapter followed by ethical considerations. The chapter also covered delimitations of the study and key term were defined. The structure of this dissertation was also presented, giving an overview of what the chapters of this dissertation comprised.

Chapter two: Exploring International City-to –City activities in a Global, Regional and Local Context

The chapter reviewed literature relating to IC2C agreements from the global to the local context. In depth, the chapter reviewed the role of global governance, regional governance and international organisations in the context of IC2C agreements. The chapter further reviewed international relations theories and how they impact IC2C agreements. This was mainly done to develop a conceptual framework that guided this study. The South African legislative framework supporting development and implementation of IC2C agreement was also discussed in this chapter to provide a background of how IC2C agreements were adopted in SA. The chapter further reviewed literature pertaining to the research problem and objectives of this study in order to identify gaps and address the research questions outlined in section 1.4. The conceptual framework guiding this study was also unpacked in this chapter, followed by the chapter summary.

Chapter three: Research Design and Methods

The chapter presented a broader picture of the research design and methods underlying this study. The philosophical worldview that underpinned the study were discussed as introductory to the chapter. Section 3.3 of the chapter provided differences between quantitative and qualitative data which assisted the researcher to be able to realise that the research questions of this study required the utilisation of mixed methods. The use of mixed methods was due to the fact that the research problem and questions of this study could not only be addressed using one of the two methods explained in section 3.3.1 and section 3.6. The chapter further provided the research strategy that

gave an outline of how the researcher went about deciding on the selection of a case, the development of data collection tools, sampling, and the data collection process. Section 3.9 further discusses how the researcher ensured ethical considerations in this study and protection of the anonymity of the participants. The chapter also provided a section that explained the steps that the researcher took to analyse data in this study which was then presented in chapter 4. Triangulation of this study was briefly presented in this chapter then later elaborated in chapter 4 to show how data collected in this chapter converged and diverged. The researcher provided a narrative as to what limited this study in achieving what it intended to achieve. A chapter summary was provided in closure of the chapter.

Chapter four: Data Presentation and Analysis

The chapter provided the data presentation and analysis of this study. The chapter began by providing the overview of eTMM. The case of eTMM was presented to show the units embedded under the IGRD and their responsibilities. The Africa Desk and IRU were discussed in section 4.3.1 and 4.3.2 to outline their role in the development and implementation of IC2C agreements and position eTMM as a participatory actor in global affairs. Quantitative data presentation and analysis was presented in this chapter under section 4.4 where descriptive statistics of participants' views were displayed, supported by existing literature. Section 4.5 in this chapter comprised qualitative data presentation and analysis through content, thematic and matrix analyses.

Matrices in this chapter were presented to show eTMM on IC2C agreements according to the research objectives of this study. Section 4.5 in this study was structured to show the synergy of how the interview questions that were asked helped answer the research problem and questions of this study. One of the main objectives of the study was to develop monitoring system guidelines for eTMM, which this study achieved, and the guidelines were presented under section 4.6. Thematic analysis was utilised as one of the three qualitative data analysis methods featured in this study. Thus, a section providing emerging themes was also covered in this study. The triangulation of this study that was referred to in chapter 3 is presented in this chapter, showing how quantitative and qualitative data converged and diverged. The chapter concluded with a brief chapter summary.

Chapter five: Findings, Conclusions and Recommendations

The chapter provided the recapulation of the research questions and objectives to show whether the findings of the study achieved the objectives. A summary of chapters that provides a brief of what was achieved by each chapter in this study was covered in this chapter. The chapter further provided the findings of this study, showing how each objective was achieved and the research

problem addressed. Section 5.5 listed the general overarching conclusions. Contribution to the study of knowledge was outlined in this chapter, discussing whether the motivation behind the study was achieved. The researcher in this chapter also discussed the implications that the findings of the study may have in the policy domain and the recommendations on future research areas.

The findings and conclusions of this study are demonstrated in section 4.5, showing how the research problem and questions of this study were addressed.

5.4 Findings and conclusions drawn from the study

The recommendations made in this study may be adopted and implemented by other municipalities who are also involved in IC2C agreements. The recommendations of this study are not only limited to local government, but provincial and national government may also use the knowledge provided in their institutions where relevant and possible. Monitoring guidelines that were developed in this study may also be applicable in private institutions that are involved in partnerships. The application of the monitoring guidelines are not only limited to IC2C agreements but could also be utilised to monitor the progress of programmes emanating from partnerships between NGO's and other government institutions. Briefly, this section provides the research findings of the study matched with each research objective to determine what had been achieved in terms of the research questions and problem.

5.4.1 Development and implementation of international city-to-city agreements

Finding 1: the study found that eTMM follows a uniform and standard procedure for local government to create and develop official IC2C agreements. The procedures and processes involved in the development of IC2C agreements include seeking approval to form partnerships from a fullcouncil, which is a political wing of the municipality. It was noted in the research problem of this study outlined in sections 1.2 and 1.3 that most eTMM IC2C agreements are dormant and not serviced. The study revealed that political influence has a huge impact, both positive and negative on IC2C agreements. In some cases, political influence leads to agreements being dormant when the contract of certain politicians comes to an end in the municipality. Furthermore, the study discovered that the responsibility of initiating IC2C agreements does not lie solely with the municipal officials responsible for international relations in their countries or cities. Ordinary citizens have the authority to initiate partnerships from their personal engagements, which could be escalated to their government with the aim of formalising partnership agreements between government and government.

Conclusion: Based on the finding illustrated, it can be concluded that IC2C agreements are strictly born out of legal authorisations, given the procedures undertaken to develop the partnerships which apply to local governments around the globe. It can be further concluded that local government prioritises the social upliftment of citizens. Development of IC2C agreements is not only limited to the government itself but citizens also take part in initiating these partnerships. However, lack of access to information was assumed to be one of major contributing factors that limits citizens playing a role in initiating meaningful partnerships that benefit their communities. It can further be concluded from the findings of this study that a number of eTMM IC2C agreements are dormant and inactive, especially in the Africa Desk, as outlined in the research problem.

Recommendation: It is recommended that eTMM ensures that information regarding the role of citizens in initiating IC2C agreements is available and accessible to the communities. Citizens understand issues that they face on a daily basis and have an idea of possible solutions towards bettering their lives, unlike Ambassadors or officials who are not directly impacted by those issues. It is also recommended that the political wing in local government consider involving practitioners and officials that have the will to run with the long-term goal even after the changes of political structures. This would help sustain IC2C relationships for a longer period and address the research problem of this study.

Finding 2: With regards to the implementation of IC2C agreements, the study found that the agreements are implemented through projects and programmes. The findings revealed that after signing the MoUs, cities have the responsibility to service those MoUs. MoUs are serviced by developing programmes such as reciprocal quarterly visits between cities for purposes of identifying projects to be implemented as a result of an agreement. MoUs outline areas of cooperation from which programmes and projects should arise. The areas of cooperation that are commonly covered in MoUs, most especially with eTMM, are based on the cultural, economic, sports and education fields.

Conclusion: The researcher in this study alluded to the fact in section 1.3 that there is lack of project and programme implementation to sustain IC2C relationships. Based on the findings of this study, it can be concluded that areas of cooperation that form part of the specifications of guiding the MoUs are far too generalised. This is evident even in the documentary evidence drawn from existing IC2C agreements with eTMM. The areas of cooperation were more or less the same whether cities are in African or European countries or whether they are a coastal city or not. Generalisation of areas of cooperation stated in the MoUs is concluded to be the cause of the research problem of this study.

Recommendation: It is recommended that more effort be directed to conducting research on specific programmes and projects that could come out of an agreement. Inactiveness of IC2C agreements could be avoided by identifying practical areas of cooperation rather than basing the agreement on a general area of cooperation, for instance, economic development. Conducting research on specifications of MoUs could play a crucial role in narrowing the broad scope of “economic development” as a general term into solid and practical programmes.

5.4.2 International city-to-city agreements in benefiting citizens

Finding: Based on the research findings of this study, IC2C agreements are proven to be playing a pivotal role in benefiting and advancing the citizens and communities of eTMM. It was illustrated in the findings that social upliftment of citizens is the main objective that drives the initiation and development of IC2C partnerships. According to the research findings, exchange programmes, especially in the creative sector (Arts and Culture), are leading in terms of benefiting citizens in eTMM. However, eTMM citizens are convinced that more could be initiated out of these partnerships. EThekweni Metropolitan Municipality citizens who have participated in programmes emanating from IC2C agreements believe that their experiences on these programmes could still be elevated to greater heights. Citizens believe that their lives could be transformed through programmes and projects emanating from IC2C agreements. The findings further show that the youth of eTMM have been the most dominant in terms of citizens who have participated in and benefited from IC2C programmes. However, the diversity of race seems not to be balanced as research findings point out that IC2C programmes had benefited citizens mainly from the black race.

Conclusion: It can be concluded from the findings of this study that IC2C agreements have initiated, and continue to initiate programmes that benefit ordinary citizens. It can be further concluded that programmes in the field of Arts and Culture are leading in benefiting eTMM citizens. This is mostly dominated by one partnership, the sister city partnership between eTMM and the city of Bremen (Germany).

Recommendation: It is recommended that eTMM diversify its industries when initiating and implementing programmes of cooperation. The programmes of cooperation should be able to reach people of different races, professions and residential areas. The transformative philosophical worldview underpinning this study promotes the transformation and upliftment of ordinary citizens through knowledge sharing. Therefore, it is further recommended that eTMM elect a committee or establish partnerships with local organisations that exist within the bounds of the municipality. The local organisations could assist in reaching out to citizens and ensuring that information regarding opportunities arising from IC2C agreements reaches even people from

the deepest rural areas. The municipality should target organisations or places like community centres, public schools and clinics where such information could be disseminated to the general public.

5.4.3 International city-to-city agreements in advancing eThekweni municipality as a participatory actor in global affairs.

Finding: The research findings of this study show that eTMM has been advanced and recognised in an international space through IC2C agreements. The findings further show that eTMM is continuously afforded the opportunity to officiate at international engagements that are hosted in Africa for the first time through networks emanating from IC2C agreements. These international engagements do not only help position eTMM in a global space but they further advance eThekweni's economy and bring opportunities of catalyst investment projects. EThekweni Metropolitan Municipality gets an opportunity to market itself to the world during the period of these engagements.

Conclusion: One of the main concerns of this study was to discover whether advancement of cities in becoming participatory actors in global affairs is linked to a city being involved in IC2C partnerships. It can be concluded from the research findings of this study that IC2C agreements play a significant role in advancing eTMM as a participatory actor in global affairs. In this way, eTMM also has the potential to shape and contribute to the aspirations of the AU Agenda 2063 and promote Africa as a strong, united, resilient and influential global player and partner through IC2C. It can be further concluded that positioning of a city in global affairs is not limited to its partnerships with other cities through IC2C agreements. International organisations such as UCLG and CLGF also play a prominent role in elevating cities to be recognised as active players in the global space.

Recommendation: Based on the findings of the study, it is thus recommended that eTMM prioritises initiating more collaborative programmes with its partner cities and international organisations. The networks that eTMM has established with international organisations increase chances for the advancement and recognition of the city and South Africa as a whole in the global sphere.

5.4.4 Monitoring system for international city-to-city agreements

Finding: With regards to monitoring IC2C agreements in eTMM, this study discovered that eTMM only has a few active or operational programmes emanating from these partnerships. The findings revealed that eTMM considers effective communication between itself and its partner

cities as a monitoring tool for IC2C agreements. However, the efficiency of this monitoring tool was questionable because some respondents mentioned the absence of an appropriate monitoring tool in the municipality. The findings also illustrated that the monitoring system that eTMM is currently using could be improved if frequent communication between eThekweni and its counterparts is practised.

Conclusion: Amongst other objectives that this study was aiming to achieve, the establishment of guidelines for an eTMM monitoring system was critical because it had to be based on solid evidence. The absence of official and written guidelines for monitoring IC2C agreements in eTMM was identified as the main issue in the research problem of this study. It is concluded in this study that there is no official monitoring system in place for eTMM to monitor its international IC2C agreements. Based on the research findings, it can also be concluded that eTMM officials are not clear on whether the monitoring system exists or not, and whether it is applicable not. However, it is noted from the findings and documentary evidence of this study that some eTMM IC2C agreements are dormant, and even if not, there are no programmes initiated to sustain the relationships.

Recommendation: It is recommended that eTMM identifies and realises the role of IGRD in ensuring effective monitoring of IC2C agreements. It is further recommended that eTMM appoints relevant officials who would be accountable for monitoring IC2C agreements in the municipality. This could be broadened to the extent of requesting each city to identify contact persons that will also be committed and ensure active communication and participation. It is also recommended that the municipality develops policies that bind officials to officially hand over their responsibilities in the IGRD should they resign from their duties. The policies should also apply to the political wing of the municipality so that the organisation does not lose critical information when officials leave the organisation. The adoption of the monitoring guidelines developed in this study is recommended as one of the solutions for eTMM to maintain good relations with its sister cities.

5.5 General overarching conclusions

The findings and conclusions indicated in this chapter have implications, particularly for the development of monitoring system guidelines for IC2C agreements in eTMM. Despite the fact that the study revealed that eTMM considers regular communication with its sister cities as a monitoring tool, it is essential for written guidelines to be initiated for well coordinated monitoring of IC2C relationships. The monitoring system that eTMM referred to during interviews appeared to be too general with no points of reference. Furthermore, it did not indicate the desired outcomes based on the content of MoUs. It is worth noting from the research problem

and findings of this study that without the thorough monitoring of IC2C agreements, the partnerships are null and void. There would also not be any programmes or projects initiated to benefit eTMM communities and its citizens. EThekweni Metropolitan Municipality would be an actor isolated from the global community.

Although eTMM is trying its level best to keep contact with some of its counterparts, it is concluded from this study that there is a lack of coordination on what happens after agreements are signed. The findings of this study revealed that there are no clear or binding guidelines as to who holds the responsibility to initiate programmes from existing IC2C agreements. There is also a lack of coordination on how these programmes are communicated between internal municipal departments and IGRD. The findings revealed that municipal departments at times liaise directly with international partners without realising the role of IGRD which is the custodian of all international engagements in eTMM.

5.6 Contribution to the body of knowledge

The contribution of this study is important to academia and the governmental context as this study filled the knowledge gap on monitoring the implementation of IC2C agreements in eTMM. Based on the findings that drove the development of the monitoring system guidelines in this study, it is confirmed that the guidelines are developed based on the standard procedures that are common to local government around the globe. Therefore, these guidelines may be benchmarked with other municipalities even outside the African continent for monitoring of IC2C agreements. The monitoring system guidelines may also be adopted by provincial and national departments for utilisation in their institutions.

5.6 Policy implication

Based on the findings of this study, it is important that monitoring of IC2C agreements is considered as a mandate of local government during the development of IGR policies. This will enable municipalities to establish and sign international agreements that contribute effectively and meaningfully to the country in line with the SDGs.

5.7 Overarching recommendations

Based on the findings and conclusions presented in 5.4, together with the general overarching conclusions, the following recommendations are made:

- EThekweni Metropolitan Municipality should reflect back on its existing IC2C agreements and revise Service Level Agreements between itself and those cities where there are no activities or engagements taking place.
- Research conducted by eTMM when establishing IC2C agreements should not be limited to seeking similarities but should be extended to interrogating possible programmes and projects of cooperation to be born out of the partnerships.
- Citizens should be considered as critical stakeholders in the initiation and development of IC2C agreements.
- To sustain good cooperative relationships, officials that will be responsible for monitoring of IC2C agreements should be appointed.

The study established that there is a knowledge gap in studies looking at monitoring of IC2C agreements, hence further research on this particular aspect is recommended. The study further discovered that there is not enough research conducted on IC2C agreements in African countries. Thus, the study further recommends the filling of this knowledge gap.

5.8 Chapter Summary

Findings and conclusions of this study have been provided in this chapter. Recapitulation of the research questions and research objectives was presented after the introduction of this chapter. The chapter further covered the summary of chapters (1,2,3 and 4), followed by the research findings and conclusions. The findings and conclusions provided in this chapter were matched with the research questions and objectives of the study to illustrate how these objectives have been achieved. This chapter also presented the recommendations based on the findings and conclusions of the study. Recommendations for future research drawn from the findings of the study were also covered in the chapter prior to the conclusion of the chapter.

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Annexure 1: Informed Consent for Survey



College of Law and Management Studies
School of Management, IT and Governance

MA Research Project

Researcher: Nomcebo Jiyane (0797794740) email: Cebomagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

UKZN Research Office: Mariette Snyman (031 260 8350/4609) email: HSSREC@ukzn.ac.za

ETHICAL CLEARANCE NUMBER:

Dear Sir/Madam,

My name is Nomcebo Jiyane (211513041) a Masters in Public Administration candidate studying at the University of KwaZulu-Natal, Westville Campus. You are kindly invited to participate in the research project titled “**Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipal officials and citizens**”. The overall objective of the study is to evaluate the influence of international city-to-city agreements and assess the activities and programmes which emanate as the benefit of these agreements in order to see how they assist in positioning eThekweni municipality in global affairs and develop the citizens of eThekweni in bettering their lives. Through your participation I hope to gather objective information on your knowledge and experience on international city-to-city agreements and their programmes within the municipality. The results of this survey will hopefully be a source of information on the issue of positioning the city of Durban to be a participatory city in global affairs. It is hoped that the findings will form an essential database for the International and Governance Relations department to integrate the knowledge on twinning agreements and its influence on local government.

Please be advised that your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance and the University of KwaZulu-Natal.

Should you have any questions or concerns about participating in this study, please do not hesitate to contact me or the UKZN Research office at the numbers listed above.

It should take you about 15/30 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Nomcebo Jiyane

UNIVERSITY OF KWAZULU-NATAL



College of Law and Management Studies
School of Management, IT and Governance

Masters Research Project

Researcher: Nomcebo Jiyane (0797794740) email: Cebohmagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

UKZN Research Office: Mariette Snyman (031 260 8350/4609) email:
HSSREC@ukzn.ac.za

DECLARATION

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher, supervisor or the UKZN research office on the details provided.

I hereby provide consent to:

Use of my photographs for research purposes **YES / NO**

Signature of Participant

Date

Signature of Witness

Date

(Where applicable)

Signature of Translator

Date

(Where applicable)



College of Law and Management Studies
School of Management, IT and Governance

MA Research Project

Researcher: Nomcebo Jiyane (0797794740) email: Cebomagolwane@gmail.com

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ETHICAL CLEARANCE NUMBER:

Dear Sir/Madam,

My name is Nomcebo Jiyane (211513041) a Masters in Public Administration candidate studying at the University of KwaZulu-Natal, Westville Campus. You are kindly invited to participate in the research project titled “**Positioning local government in global affairs through international city-city agreements: Perspectives from eThekwin municipal officials and citizens**”. The overall objective of the study is to evaluate the influence of international city-to-city agreements and assess the activities and programmes which emanate as the benefit of these agreements in order to see how they assist in positioning eThekwin municipality in global affairs and develop the citizens of eThekwin in bettering their lives. Through your participation, I hope to gather objective information on your knowledge and experience of international city-to-city agreements and their programmes within the municipality. The results of this survey will hopefully be a source of information on the issue of positioning the city of Durban to be a participatory city in global affairs. It is hoped that the findings will form an essential database for the International and Governance Relations department to integrate the knowledge on twinning agreements and their influence on local government.

Please be advised that your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance and the University of KwaZulu-Natal.

Should you have any questions or concerns about participating in this study, please do not hesitate to contact me or my supervisor at the numbers listed above.

The interviews will take a minimum of 15-20minutes.

Sincerely

Nomcebo Jiyane

UNIVERSITY OF KWAZULU-NATAL



**UNIVERSITY OF
KWAZULU-NATAL**
College of Law and Management Studies
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DECLARATION

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher, supervisor or the UKZN research office on the details provided.

I hereby provide consent to:

Audio-record my interview discussion YES / NO

Signature of Participant

Date

Signature of Witness

Date

(Where applicable)

Signature of Translator

Date

(Where applicable)

Annexure 3: Survey Questionnaire

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance
Masters Research Project

Research Topic: Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipal officials and citizens.

Researcher: Nomcebo Jiyane (0797794740) email: Cebohmagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

UKZN Research Office: Mariette Snyman (031 260 8350/4609) email: HSSREC@ukzn.ac.za

Annexure 4: Survey Questionnaire

Section A: Biographical

Gender

MALE	
FEMALE	

Please indicate your age in years

--

Residential Area

Rural Area	
Urban Area	
Township	

Race

--	--

African	
White	
Indian	
Coloured	

Section B: Knowledge of international city-to-city agreements

5. Do you understand the concept of international city-to-city agreement?

Please Indicate with an X

YES	
NO	

6. Do you have any idea on how are these agreements are developed and implemented?

Please Indicate with an X

YES	
NO	

7. Do you know any of the programmes within eThekwinini which emanated from those agreements?

Please Indicate with an X

YES	
NO	

Section C: International city-to-city agreements in benefiting eThekwinini citizens

8. Have you ever participated or been a beneficiary of any of the programmes which emanated from international city-to-city agreements in eThekweni municipality?

Please Indicate with an X

YES	
NO	

9. If Yes, how have the programme and the experiences/skills gained through the programme helped in developing you as a citizen of eThekweni municipality?

☐

Helped me a lot

☐

Moderately helped me

☐

Didn't assist me in any way

10. Do you remember the name of the city which the programme you participated in was from?

Please Indicate with an X

YES	
NO	

11. Under which area of cooperation did the programme you participated in fall into?

Please Indicate with an X

Economic Development	
Tourism	
Arts and Culture	
Sports and Life Skills	

Safety and Security	
Environmental Affairs	
Science and Technology	

Section D: The role of eThekweni Municipality international city-to-city agreements

12. Do you think these agreements are effective enough to sustain development in eThekweni municipality communities and the city as a whole?

Please Indicate with an X

STRONGLY DISAGREE	
DISAGREE	
NEUTRAL	
STRONGLY AGREE	
AGREE	

13. Would you recommend eThekweni municipality to continue establishing and cultivating new relationships with other cities, and if so, for what reasons?

Please Indicate with an X

YES	
NO	

14. Do you think eThekweni municipality communities could be transformed through these agreements?

Please Indicate with an X

YES	
NO	

15. Based on your experiences, do you think these agreements could help strengthen the economic growth of eThekweni municipality and position the municipality to be an active player in global affairs?

Please Indicate with an X

YES	
NO	

16. Do you think it is essential for international city-to-city agreements to be monitored in order to sustain and improve the relationships between cities?

Please Indicate with an X

YES	
NO	

Annexure 5: Imibuzo (Survey Questionnaire)

Annexure 6: Imibuzo (Survey Questionnaire)

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance
Masters Research Project

Isihloko socwaningo: Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipal officials and citizens.

Umcwaningi: Nomcebo Jiyane (0797794740) email: Cebohmagolwane@gmail.com

Umphathi womcwaningi: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

Ihhovisi locwaningo (Ukzn): Mariette Snyman (031 260 8350/4609) email: HSSREC@ukzn.ac.za

Annexure 7: Imibuzo (Survey Questionnaire)

ISIGABA SOKUQALA

Imibuzo emavelana nemininingwano yakho

A1. Ubulili

OWESILISA	
OWESIFAZANE	

A2. Iminyaka yakho?

Indawo ohlala kuyo

Emaphandleni	
Edolobheni	

Elokishini	
-------------------	--

A.3 Ubuzwe

UmuAfrica	
Umdeshi	
Umundiya	
Khaladi	

ISIGABA SESIBILI

Ulwazi ngezivumelwano zamadolobha omhlaba wonke

B1. Ngabe unalo ulwazi ngokuthi ziyini izivumelwano zamadolobha omhlaba?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

B2. Ngabe unalo ulwazi mayelana nokuthi zisungulwa kanjani lezivumelwano futhi zisebenza kanjani?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

B4. Ngabe unalo ulwazi ngeminye yemisebenzi eyenzeka kuMasipala waseThekwini ngenxa yokusungulwa kwalezizivumelwano?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

ISIGABA SESITHATHU

Imivuzo yabahlali noma izakhamuzi zakuMasipala weTheku ngokusungulwa kwezivumelwano zamadolobha omhlaba

C1. Wake waba inxenye noma wazuza kwezinye zezinhlelo eziphathele nezivumelwano zamadolobha amazwe kuMasipala waseThekwini?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

C2. Uma impendulo kunguYebo, Zikusize kanjani lezizinhlelo ekuqeqesheni ikhono lakho njengomhlali wakuMasipala waseThekwini?

☐

Zingisize kakhulu

☐

Zingisizile

☐

Azingisizanga ngalutho

C3. Ngabe usalikhumbula igama ledolobha lapho owawuyingxenye yezinhlelo zezivumelwano zamadolobha?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

C4. Ingabe lungena ngaphansi kwaluphi uhlobo lokusebenzisana uhlelo owawuyignxenye yalo?

Sicela ukhombise ngaloluphawu X

Ukuthuthukiswa kwezomnotho	
Ezokuvakasha	
Amasiko nobuciko	
Ezemidlalo namakhono empilo	
Ezokuphepha nezokuvikeleka	
Ezemvelo	
Isayensi kanye nobuchwepheshe	

ISIGABA SESINE

Indima edlalwa izivumelwano zamadolobha omhlaba kuMasipala waseThekwini

D1. Ingabe ucabanga ukuthi lezivumelwano zisebenza ngokwanele ukuthuthukisa imiphakathi kaMasipala waseThekwini namaphethelo?

Sicela ukhombise ngaloluphawu X

IMPELA NGIYAPHIKISA	
NGIYAPHIKISA	
ANGIPHIKI futhi ANGIVUMI	
IMPELA NGIYAVUMA	
NGIYAVUMA	

D2. Ingabe uyawululeka noma uyawuncoma uMasipala waseThekwini ukuba uqhubeke usungule ubudlelwano obusha namanye adolobha omhlaba, ngaziphi izizathu?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

D3. Ingabe ucabanga ukuthi isimo sempilo emiphakathi engaphansi kukaMasipala weTheku ingaguquleka ngalezizivumelwano?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

D5. Ngokubona kwakho, ngabe lezizivumelwano zingasiza ukuqinisa nokudlondlobalisa umnotho wakuMasipala weTheku uphinde ubeke loMasipala ezingeni lokuthi ukwazi ukuba ilunga elivelele ezindabeni zomhlaba wonke?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

IGIGABA SESIHLANU

Ukuqaphwa kwezivumelwano zamadolobha omhlaba kuMasipala weTheku

E1. Ingabe ubona kufanelekile ukuthi lezizivumelwano zamadolobha ziqaphwe ukuze zizokwazi ukuthuthukisa ziphinde zikhulise nezinga lobudlelwano phakathi kwamadolobha?

Sicela ukhombise ngaloluphawu X

YEBO	
CHA	

E2. Ingabe ubona kufanele kuqaphwe kangaki ubudlelwano bamadolobha omhlaba?

Sicela ukhombise ngaloluphawu X

NYANGA ZONKE	
NGAMAKOTA	
MINYAKA YONKE	

Annexure 8: Interviews Questions

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance
Masters Research Project

Research Topic: Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipality.

Researcher: Nomcebo Jiyane (0797794740) email: Cebomagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

UKZN Research Office: Mariette Snyman (031 260 8350/4609) email: HSSREC@ukzn.ac.za

Annexure 9: Interviews Questions

1. How does do international city-to-city agreements get developed in eThekweni municipality?
2. How are these agreements implemented?
3. What are the partnership criteria guiding the development and implementation of international city-to-city agreements in eThekweni municipality?
4. Are these partnership criteria taken into consideration when programmes emanating from international city-to-city agreements are developed?
5. Is reciprocity observed when partners initiate programmes resulting from international city-to-city agreements?
6. Does eThekweni municipality have running or active programmes with all the cities that the municipality is in partnership with or not?
7. Are there any programmes that are currently operational in eThekweni municipality which emanated from these agreements?
8. How often do these programmes emanating from international city-to-city agreements benefit eThekweni municipality citizens?
9. To what extent do international city-to-city agreements advance and help eThekweni municipality to be a participatory actor in global affairs?
10. Is reputation important in international city-to-city agreements?
11. Do eThekweni municipality and its partner cities observe and ensures that they do not dent their reputation in global affairs when participating in activities arising from international city-to-city agreements?

12. Do these partnerships play any role in sustaining development in the city of Durban? If so, how?
13. What monitoring system does eThekweni Municipality use to maintain its relationships with other cities?
14. How often is this monitoring system used? Monthly, quarterly or yearly?
15. Do you think that the monitoring system being developed in this study may help the municipality in sustaining good relations with its sister cities?

Please note the following:

- The term International city-to-city agreements refers to sister cities in this study
- Reciprocity refers to a principle that underlies twinning agreements where sub-national entities are prepared to cooperate with another sub-national entity for mutual benefits

Annexure 10: Semi-Structured Interviews Flyer



Researcher: Nomcebo Jiyane (0797794740) email: Cebohmagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

UKZN Research Office: Mariette Snyman (031 260 8350/4609) email: HSSREC@ukzn.ac.za

A CALL TO PARTICIPATE IN A RESEARCH STUDY: Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipality. (A research study for Master's degree in Public Administration).

The overall objective of the study is to evaluate the influence of international city-to-city agreements (sister cities) and assess the activities and programmes which emanate as the benefit of these agreements to see how they assist in positioning eThekweni municipality in global affairs and develop the citizens of eThekweni in bettering their lives. Through your participation I hope to gather impartial information from your experience and knowledge on international city-to-city agreements and their programmes within the municipality.

Eligibility Criteria:

- Participants need to be one of eThekweni municipality's International and Governance Relations department's employees.
- Participants need to have extensive experience in working under International Relations and Africa Desk units within eThekweni Municipality's International and Governance Relations department.

Please be advised of the following:

- Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence.
- The interview will take a minimum of 15-20minutes.

Your participation will be highly appreciated.

Annexure 11: Survey Questionnaire Flyer



Researcher: Nomcebo Jiyane (0797794740) email: Cebohmagolwane@gmail.com

Supervisor: Dr Fayth Ruffin (0768119595) email: Ruffin@ukzn.ac.za

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A CALL TO PARTICIPATE IN A RESEARCH STUDY: Positioning local government in global affairs through international city-city agreements: Perspectives from eThekweni municipality. (A research study for Master's degree in Public Administration).

The overall objective of the study is to evaluate the influence of international city-to-city agreements and assess the activities and programmes which emanate as the benefit of these agreements to see how they assist in positioning eThekweni municipality in global affairs and develop the citizens of eThekweni in bettering their lives. Through your participation I hope to gather objective information on your knowledge and experience of international city-to-city agreements and their programmes within the municipality.

Eligibility Criteria:

- Participants need to be citizens of eThekweni municipality.
- Participants need to have participated in any of eThekweni municipality programmes that emanated from international city-to city agreements

Please be advised of the following:

- Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence.
- It will take participants a minimum of 15-30 minutes to complete the questionnaire.

Your participation will be highly appreciated.

Annexure 12: Linkage between conceptual framework and themes from the study

Linkage between conceptual framework and themes from the study				
Collaboration	Agreement development and implementation	Reciprocity	Reputation	Monitoring strategies
Theme 2: MoU is developed to outline key focus/collaborative areas of the agreement	Theme 1: IC2C agreements are developed through following certain procedures and processes.	Theme 6: Reciprocity is a contributing factor in promoting solid cooperative agreements between eThekwin municipality and its sister cities.	Theme 7: eThekwin municipality ensures a good representation of its image in the global space through offering protocol training and scrutinizing its associations.	Theme 8: Development of a monitoring system for eThekwin municipality is highly relevant in the absence of an efficient tool to monitor IC2C agreements.
	Theme 2: MoU is developed to outline key focus/collaborative areas of the agreement			Theme 4: The status of active partnerships is determined by the number of operational projects between eThekwin municipality and its counterparts.
	Theme 3: International c2c agreements are implemented through projects that are beneficial to the city and citizens.			

Annexure 13: Themes Emerging from Interview Data in Alignment with Research Objectives

Themes Emerging from Interview Data in Alignment with Research Objectives			
Research Objective 1: Determine how eThekwin municipality international city-to-city agreements are developed and implemented.	Research Objective 2: Discover whether eThekwin municipality citizens benefit through international city-to-city agreements.	Research Objective 3: Examine the role of international city-to-city agreements in advancing eThekwin municipality as a participatory local actor in global affairs.	Research Objective 4: Develop a monitoring system based on analysis of primary and secondary data from the study.
Theme 1: IC2C agreements are developed through following certain procedures and processes.	Theme 3: IC2C agreements are implemented through projects that are beneficial to the city and citizens.	Theme 5: IC2C agreements benefits citizens more than enhancing development in the city of Durban.	Theme 8: Development of a monitoring system for eThekwin municipality is highly relevant in the absence of an efficient tool to monitor international c2c agreements.
Theme 3: IC2C agreements are implemented through projects that are beneficial to the city and citizens.	Theme 5: IC2C agreements benefit citizens more than enhancing development in the city of Durban.		Theme 4: The status of active partnerships is determined by the number of operational projects between eThekwin municipality and its counterparts.