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Eckard, Lourensa

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WITS SCHOOL OF GOVERNANCE

UNIVERSITY OF THE WITWATERSRAND JOHANNESBURG

Research Report

The role of the Kgetlengrivier Citizens Group on the administration of water services

Masters in Management

Student: Lourensa Eckard

Supervisor: Prof. Pundy Pillay

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DECLARATION

I, Lourensa Eckard (student number: 2356271). Declare that this research is my work and has not been submitted anywhere else.

The role of the Kgetlengrivier Citizens Group on the administration of water services

1. **Introduction**

There are many service delivery challenges in various municipalities across South Africa. A cursory look at the annual municipal report by the auditor-general provides a bleak picture. The auditor-general described a general breakdown in local government (*2019 - 20 MFMA Media Release 30 June 2021*, 2021). The effects of a lack of service delivery cannot always be easily quantified. What is clear, however, is that residents suffer greatly when basic services are not delivered.

The North West province was singled out by the auditor-general for particularly poor municipal management (Felix, 2021). In the case of the Kgetlengrivier municipality in the North West province, the issue of water and sanitation has recently come to the fore because of the manner in which local residents decided to respond to a lack of service delivery, especially water and sanitation. The municipality was placed under administration in 2018 by the then premier Job Mokgoro (Montsho, 2018). This is truly a service delivery failure that affects all the residents in this municipality

In the case of power cuts and load-shedding, there are, of course, those who have the resources to procure generators and other devices that help to keep the lights on. It could be argued that those same people would be able to afford water storage systems that would see them unaffected by a lack of a stable water supply. However, these systems are ultimately also still reliant on the municipality for water that is safe to consume.

The Kgetlengrivier Concerned Citizens (KCC) group took the municipality to court. On December 2020, and in a judgement without precedent, Judge Festus Gura granted an order that the KCC could take over the waterworks, as the municipality had failed in its constitutional mandate to provide water for the municipality, stating that "The Applicant be authorised to take control of the sewerage works at Koster and Swartruggens, to appoint or employ suitably qualified people to operate the sewerage works and that the reasonable costs for such work be paid jointly and severally by the MEC responsible for Environmental Affairs, KLM and the Bojanala Platinum District Municipality ("Bojanala")." (Kgetlengrivier

Concerned Citizens & Another v Kgetlengrivier Local Municipality & Others, 2021). The order was temporary, with the KCC taking control of the sewerage and water works from 7 January 2021 tot 13 Mei 2021.

It has been argued that the decentralisation of water provision has contributed to many municipalities not being able to do that, due to a lack of financial capacity (e.g.,Weaver et al., 2019). This may or may not be the case with the Kgetlengrivier municipality, but in any event, the KCC took over the water works of the municipality, without an electoral mandate.

Furthermore, it is of utmost importance to recognize "elected and traditional authority structures" when it comes to the actions of citizens in addressing a lack of water service delivery (Bulled, 2016). A key question in this regard is the following: Does the KCC , a ratepayers organisation, represent a traditional or elected authority structure? As stated by Koehler (2018), the improvement of water service delivery rests on a perception of responsibility by the actors in charge of the implementation of a legal mandate. Did the executive members of the KCC have a perception of responsibility of implementing the legal mandate provided to them by the court order given by judge Gura?

The primary analytical approach will be a focus on exploring what the decision making process of the KCC entailed, and when they were granted the order to take over the water works. Further questions relate to their main focus; how they reached consensus; what were their challenges; and what were their successes and their failures. This case study is a very interesting one in that it was not a move to privatize water services, but rather one that attempted to utilize public resources more efficiently and effectively. Everyday international political economy provides an opportunity to re-evaluate the role of citizens and organisations in affecting the governance of resources such as water (Meissner & Ramasar, 2015). The case of the KCC taking over the water services of the Kgetlengrivier local municipality, is an opportunity to evaluate the relationship between individuals (the executive members of the KCC) and the state.

Inequality in South Africa manifests itself in many spheres, access to water being one of them. Archbishop Thabo Makgoba (2018) has argued that sanitation is dignity, and certain households in South Africa are able to water vast lawns, while in other communities a single tap is shared by many families. If the state fails in providing water and sanitation to its

citizens, as was pointed out in the court order pertaining to the Kgetlengrivier municipality, and private citizens step in to try and remedy this, the way it was done is considered here as an important topic of research because it might create a precedent for other beleaguered municipalities. However, this does not however imply that the research should focus as a roadmap for other organisations or groupings, but rather to explore this particular case study in a qualitative manner, to try and explain why the KCC did what they did.

1.2 Research problem

Local government faces many challenges with regard to service delivery. As residents become more and more frustrated, there is anecdotal evidence of parallel governance structures forming. The KCC is a non-profit, non-governmental organisation that was essentially given the keys to the water services of the Kgetlengrivier municipality. Their approach was not merely a civil society approach, as they did not want to only put pressure on the municipality to provide services; they wanted to take over the water services, which they eventually did. It is argued that the court order granting the KCC temporary control of the water services of the Kgetlengrivier municipality is sufficient in demonstrating the failure of the municipality to render water services to the community. A more detailed discussion on the background regarding the failure of the Kgetlengrivier municipality to render water services is beyond the scope of this research. The court order referenced is the seminal event underlying the research.

The problem, however, is that this group of residents was not democratically elected; they did not even officially align with any political party. From a governance perspective, what they were allowed to do is unprecedented. There is no official policy or mandate that applied to them, which also raises questions of accountability. What needs to be looked at is the governance structure, if any, of the KCC. Did they consider issues such as public inclusion? Was there any attempt on their part at engaging in public consultation with community members who are not part of the Kgetlengrivier Concerned Citizens group? Allowing unelected citizens to take over public services might happen again, and if that happens the stated research might contribute to a better understanding of the decision making as it pertains to this particular case. To be clear, the problem statement is not the inability of the municipality to render water services, but rather how the KCC is constituted and how this

ultimately influenced decision making within the organization. The problem investigated in this research is how private, unelected citizens decided to manage public infrastructure to deliver services to a community.

1.3 Research questions

The primary research question for this study is the following: what informed the decision making process of the executive members of the KCC during the time that they administered the water services of the Kgetlengrivier municipality? This question is quite broad, but the aim of the research is to better understand the intricacies and perspectives of human behaviour.

The secondary questions are the following : a) Did the members of the KCC have a unified purpose? and b) Was the KCC's aim to force government to respond, or did they realistically think that they could take over the plants in the long term?

1.4 Research Purpose and objectives

This research aims to explore how the KCC, a non-governmental, non-political organisation, made decisions which ultimately impacted the whole community. Seeing as this was the first time in South Africa's democratic history that a court order of this nature was granted, this is an opportunity to critically explore how this group of private citizens interpreted what service delivery means and how this contributed to their decision making. Within the context of decision making, the objectives of the research are to:

1. identify the forces that influenced the KCC's decision making process;
2. evaluate the frameworks that supported the executive members of the KCC in making decisions; and
3. explore the views held by the executive members of the KCC as it relates to service delivery.

2. Literature Review

Water management is perhaps one of the most pressing and complex challenges in South Africa, given the wide array of environmental, socio-economic and political factors. Ensuring access to clean drinking water is paramount and the effective management of water services is essential. This literature report presents recent studies focused on water management, within the South African and international contexts. A Synthesis of the findings elucidates the various themes and complexities that inform water management.

The Water Services Act of (1997) provides "for the rights of access to basic water supply and basic sanitation; to provide for the setting of national standard and of norms and standards for tariffs; to provide for water services development plans; to provide a regulatory framework for water services institutions and water services intermediaries…".

The act also states that the various water services authorities have a duty to customer and consumers to ensure "efficient, affordable, economical and sustainable access to water services" (1997). In this context, it becomes crystalized to the point where it is legally and constitutionally incumbent for water authorities to provide South Africans with clean drinking water. What does this look like in practice? Jiménez et al. (2020) argue that the core functions of water governance are planning and preparedness, financing, monitoring and evaluation, regulation and capacity development. Research by Harris (2020) reveals that there is a statistical link between water quality and satisfaction and trust in the South African government.

Post-apartheid redress formed part of the water management legislation, with the aim of ensuring access to water for all and not just for some (Sinha & Kumar, 2019). However, research by Lebek et al. (2021) illustrates that despite legislation, more that 3 million South Africans still do not have access to safe drinking water, especially in the rural areas of the country. The spatial legacy of apartheid is very much still a factor with regard to access to water. Research by Yerema et al. (2020) shows that water quality has improved in former white areas, but it has greatly deteriorated in other areas of the country.

Research on efficiency in South Africa's water sector indicates, however, that broadly speaking, South Africa has performed adequately when it comes to the technical efficiencies

in the water sector (Brettenny & Sharp, 2016). In other words, there is an adequate amount of technicians, infrastructure and other input measures that would contribute to the adequate output of water services. Between 2002 and 2021, the percentage of households in South Africa that had access to an improved water sources generally increased from 84,4% to 88,7% (Africa, 2022). It is notable however that during this same period there was a decline of 2,2 percentage points in households of the North West province's access to improved sources of water (Africa, 2022). Research by Zenelabden & Dikgang (2022) reveals that in South Africa the satisfaction of water services is strongly influenced by psychological and behavioural factors, including social comparison and although this would pose challenges to policy makers, the feedback given by citizens will still have value in addressing water service delivery challenges.

The purpose of the research is not to delve into the myriad reasons why water service delivery is lacking in many municipalities, but it bears stating that it is legislated and as mentioned, it is on the whole, ostensibly informed by technical efficiencies. Government alluded to this in a report by the National Planning Commission (2020), stating that the legislation is adequate, but implementation falls short. The aim of the Water Services act is clear: in theory, South Africans should have access to safe drinking water, but in practice this is not always the case. Furthermore, water boards play a pivotal role as service providers to municipalities, by managing water supply (Lubout, 2010). Water service reforms, of which there have been in South Africa, also depends on the adequate collection of revenue in the form of rates and taxes, because there are very few alternative sources of funding for the agents providing water services in South Africa (Jensen & Chindarkar, 2019).

South Africa is not unique in this sense, as there are many countries grappling with poor service delivery as it relates to the provision of drinking water. Countries in Sub-Saharan Africa have some of the lowest measured levels of access to drinking water in the world (Roche et al., 2017). A study conducted by Estache & Kouassi (2002) looked at a sample of water utilities in 21 African countries and found that only 12,9% of them operated at efficient levels. This is a complex issue in the Sub-Saharan African region, as economic growth does not automatically translate into an increase in access to safe drinking water (Fuente et al., 2020). The Asian continent is another example, as many countries there have, over the past decade experienced high rates of economic growth, but in South Asia specifically, 200 million people do not have access to safe drinking water (Davis, 2004).

Many, if not most, municipalities in South Africa could be classified as falling into the "developing" context. Research also suggests that competing interests, such as those of water utility providers, privately owned companies, communities, and government organs, can often play a leading role in either enforcing or blocking reforms and innovation as regards water governance systems (Daniell et al, 2014). As such it is necessary to look at the different role-players and interest groups when conducting research on water governance. A relevant case-study is the peri-urban town of Yangon in Myanmar, where researchers found that a lack of capacity by the local government structures tasked with supplying safe drinking water to residents, contributed to water insecurity (Groot & Bayrak, 2019). So even though officials had every intention to deliver water services, these efforts were hamstrung by capacity constraints. This is a theme that is observed in the South African context as well.

As it relates to best practice and lessons of experience, the civil society organisation, Water for Dignity (WfD) in the Makana Local Municipality provides insight into the research problem and questions of this research. According to Weaver et al. (2019), it is vital for members of a community, such as the members of WfD to have access to a space where there can be both physical engagement and virtual spaces to develop skills needed to be involved in the water service delivery processes. Weaver et al. (2017) further posits that there are various limitations standing in the way of people to fully understand complicated systems, which include time and financial resources, and for this reason it is important to focus on the detail needed to ensure adequate decision making. This research will explore whether the members of the KCC had the necessary access to spaces that would have developed skills to better understand water service delivery processes and what was the level of detail needed to inform their decision making.

In countries where there is extensive cooperation between government and developmental partners to deliver water services, like Malawi, research indicates that the relationship between government and developmental partners can also contribute to the overall success of service delivery (Soublière & Cloutier, 2015). In this case, researchers noted that the formal authority, which is the government, often comes up against the resources of developmental partners. In Spain, the emergence of rapid urban regeneration had given rise to an increase in public-private partnerships (Carpintero & Petersen, 2016). The question of public participation is also worth expanding on. Public sector reforms have been largely focussed on public participation over the past sixty years (Osborne et al., 2022). In Slovakia for instance,

research indicates that in instances where social innovation is achieved, it has largely been a result of third party organisations or citizen involvement (Merickova et al., 2016). This provides context to the focus of this research, because the KCC was in essence a third party organisation consisting of citizens. The social innovation in the instance under review in this research, was the way in which the KCC were ultimately able to legally take over the municipal water delivery services.

It is not only countries in the developing world, or Global South that have experienced challenges with water provision. The town of Flint in Michigan in the United States of America did not apply the correct corrosion control when switching to the Flint River as a drinking water source in 2014. This led to a dangerous rise in the levels of lead when samples were taken after ten months (Pieper et al., 2017). Officials of the city of Flint had taken a decision in 2013 to join the Karegnondi Water Authority as a step to potentially save costs and this created situation where the city had to decide whether to treat water from the Flint River, or to purchase treated water from the Detroit Water and Sewage Department (Masten et al., 2016). The decision proved disastrous for the residents of Flint. This case-study serves to illustrate that missteps in the governance and procurement of water resources can have far reaching consequences for communities.

Studies also show that the provision of water by the public sector might not necessarily be more efficient than if it was done by the private sector (Rodrigues & Tavares, 2017). This can partly be attributed to a lack of economic competition, but also to the specificity of assets needed to provide water, which might have no other applications. Having said that, the privatisation of water services as had been the case in certain countries, does not guarantee greater efficiency, because there is oftentimes the emergence of a monopoly leaving residents and water users with little to no option to exit (Ohemeng & Grant, 2018). A comparative revision of the costs and benefits or private versus public provision of water is however beyond the remit of this research.

The governance of water service delivery is central to the theoretical framework of the research. In Finland, where local government authorities have the biggest say in how utilities are managed, research indicates that political decision making plays a big role in the overall performance of waterworks (Elina Herrala & Jouni Olavi Haapasalo, 2012). Effective governance should be informed by community engagement. A review conducted in the

Nigerian city, Abuja, found that in the event where communities are not consulted when it comes to the water sector, there was a noted decline in the quality of water (Abubaker, 2016). The Organisation for Economic Co-operation and Development (OECD) suggests that good water governance policy should furthermore be informed by data (2021). Central to water governance is the fact that water is an economic resource and infrastructure is needed to mobilise water as economic resource (Meissner, 2014).

The focus of this research is explicitly the Kgetlengrivier Local Municipality (KLM). The municipality was placed under administration in 2018 (Mercury, 2018) and irate residents set fire to the mayor's house in that same year (Pretoria News, 2018). This is a municipality where water service delivery has been lacking for quite some time. Mamokhere et al. (2022) argues that the adoption of the *Batho Pele* principle as the guiding light for service delivery by the South African government in 1997 should form part of the core of each individual entrusted to deliver public service, but it is abundantly clear that this is not always the case. It would be beneficial to review incidents of how respective municipalities dealt with incidents of a similar nature to that of the KLM, but the court order granting the KCC control of the water services of the KLM is unique. This is to say that for the purposes of this research, the KCC cannot simply be viewed as an example of community involvement.

According to a report released by the Kgetlengrivier Local Municipality (KLM) in 2017, three settlements consisting of 2130 households had for an unspecified time no water services. (*Kgetlengrivier Local Municipality Integrated Development Plan 2017*, 2017). The municipality also identified a lack of a strategy to manage water conservation; there was also no budget to perform this function; and there were not enough personnel to perform this function. A study by Moyo (2016) illustrates that a lack of accountability in various municipalities in the North West province has had adverse effects on the ability of the municipalities to deliver services to its residents. A lack of technical skills and competency on the municipal level as well as a lack of performance management on municipal level has also been shown to contribute to poor service delivery (Khale & Worku, 2013).

As mentioned, the KCC brought a successful court application to take over the water and waste-water works of the municipality. This process was rather acrimonious as the municipality contested the court order and the municipality accused the KCC of a hostile and

illegal take-over of services by "by a handful of white residents" (Kgetlengrivier Local Municipality, 2021).

The KCC took over a R144 million water treatment plant that had stood still for months, and restored water to most of the town's residents within days (Morris, 2021). This raises various questions, as the KCC were not elected officials, they had never been in government and they had never been tasked with any form of public service delivery. The judgement granting the KCC the control of the sewerage plants of the municipality lapsed after a few months, so the research will be focussed and limited to that time.

The key analytical lens of the research is, as mentioned earlier, the decision making process of the KCC during the months they had control of the KLM's water services. With regard to decision making, it is argued that one of the first steps in decision making is to establish whether one is confronted with a problem, a threat or an opportunity. It is also argued that decisions made by a group are superior to those made by individual group members (*Management Principles: A Contemporary Edition for Africa*, 2016). There is arguably an interesting group dynamic at play when considering the KCC's takeover of the KLM's water services that will when analysed through the lens of decision making, hopefully provide interesting insights. Water service delivery and water systems are complex in nature and as argued by Weaver et al. (2017), there are human limitations on comprehending complex systems which makes it necessary to focus on certain details that inform decision making.

A study of the failure of water service delivery in the Sekhukune municipality argues that a lack of agency by end-users greatly contributes to such failures (Hofstetter et al., 2020). In the case of the KCC's takeover of the KLM's water services, this grouping constituted for a time both end-users and service providers. This is perhaps the clearest example of end-users being given an unprecedented amount of agency and the proposed research will delve deeper into the decision-making process of how this agency was utilised.

Landsberg and Graham (2017) argue that the municipal level of government is better suited to responding to the needs of citizens. Even though a municipality is an extension of the state, municipal officials should have a better understanding of the needs of residents because they have been given a mandate by these residents. Municipalities also have independent

budgeting and planning cycles and there is a clearly defined process that ultimately informs what gets prioritised (Landsberg & Graham, 2017). This process can sometimes be an arduous one which may hamper service delivery, because if there is, for example, an urgent need to fix infrastructure, a protracted budgeting process can, in some instances, create a situation where the response to an urgent need is delayed. This plays out on two levels, the first being the "bureaucratic level" where decisions are made, and the other is the "ground level", where these decisions directly affect the lives of citizens. Seeing as South Africa is a developmental with a strong focus on autonomy, this can create a disconnect between the state and its citizens (Karuri-Sebina et al., 2010). Simply put, the state and its organs are viewed as the sole provider of services. This can create an untenable arrangement between power and accountability (Karuri-Sebina et al., 2010). Furthermore, the distribution of power on municipal level does not always provide for adequate consulting between community members and decision makers, resulting in municipalities not responding to the needs of communities (Ngumbela, 2022).

Research by Kanjere (2016) has illustrated that a lack of knowledge sharing between municipalities can also contribute to service delivery challenges. This highlights key questions of the proposed research, which include the extent to which the KCC feels that their decision-making process was aided by the fact that they were not subjected to the challenges mentioned above. Or did they feel that the lack of institutional knowledge posed a great challenge to their decision-making process?

The cost of water infrastructure and service delivery must form part of any discussion relating to water service delivery. Schulze and Stuart-Hill (2017) state that it has become a problem for citizens, but it also poses great risks to the economy. Despite this, there seems to be little attempt by the government to determine how this is to be resolved. It is clear that the issue of finance, but more specifically financial management, as it relates to the KCC's decision making will be an area of focus of this proposed qualitative study. This research does not attempt to provide details of how monies were spent by the KCC, but rather what the perceptions were of members of the KCC when it came to certain expenditures relating to water service delivery. It has been argued that the manner in which local government authorities manage finances determine the quality of service delivery (Jitsing, 2019). It would thus be necessary for the research to look at the financial management of the KCC during the time that they took over the stated services.

There is an extensive body of research relating to service delivery, municipal management, the challenges of building and maintaining water service delivery and the effects of a lack of water service delivery. This case study provides an opportunity to look at these concepts from a different perspective, perhaps to better understand the challenges of service delivery. The study might contribute to providing a clearer and more detailed picture of what it takes to deliver services, which up to this point has solely been studied from a mandated governmental and municipal perspective. Meissner argues that interest groups play an important role in many political societies and in some instances interest groups can improve water policies. There is also the perception created by the who and the what delivering services. Olubunmi & Oluwaseyi (2019) argues that a change in government or administration sometimes unfairly politicises water service delivery and that efforts should be made to inform residents that the provision of water services should not be dependent on politics.

The theoretical framework for this study is thus informed by key concepts that relate to governance. According to the World Bank, governance is in essence the manner in which rulers rule within a set of rules (*Public Sector Development - What Is Governance?*, n.d.). It has also been argued that governance is central to explaining both economic and social development, thus being viewed as the cause and effect thereof (OECD, 2016). In the context of public governance in South Africa, the "rulers" are the elected officials and the "rules" are the various laws within which they have to "rule" and fulfil their duties, and these "rules" rest upon the constitution. So the manner in which public officials organise themselves and govern can be understood in these terms. The way in which private citizens organise themselves on the other hand, has been greatly debated. In her critique of Mancur Olson's statement that self-interested individuals will not act in aa way that will further the group's common interests, Elinor Ostrom (2014) notes that there are many examples where people do in fact further the interests of the group after voluntarily organizing themselves. The KCC is one such group and although they were not "rulers" in the traditional understanding of the term governance, they still coalesced around certain "rules" that the research endeavours to unpack.

For the purpose of this research, governance can be narrowed down to water governance specifically. The governance of water has over the past decade largely focussed on scarcity of

water as a resource and participation in managing this scarcity (Woodhouse & Muller, 2017). Nelson et al. (2019) argue that the study of water governance should consider how and for whom water is made available and managed. The traditional role of governments in this regard has, however, undergone certain changes, as argued by Akhmouch & Clavreul (2016), leading to a multi-level system where many actors and service providers contribute to the governance of water. The governance of water, as well as various critiques thereof, is oftentimes heavily influenced by value judgements (Schulz et al., 2017). This does not necessarily mean that governance as theoretical framework will solely be informed by value judgements, but it is important to take note of this. Governance can be both a theoretical framework and an analytic tool with which to better understand decision making processes. There have always been differing opinions regarding the best governance and ownership structures of institutions tasked with the delivery of services and the debate has been informed by issues such as the political and institutional development at different times (Herrala & Haapsalo, 2012). This research does not intend to contribute to that particular debate, but it is worth mentioning. It is also important to look at the connection between decision making and governance, because broadly speaking decisions made in the public sector should be informed by the constitution, local legislation and policy decisions amongst other factors. In the case of the KCC, although certainly not above the constitution or local legislation, this research will ask key questions like whether the KCC had a pre-defined mandate. In the public sector, setting clear directives, with clear levels of authority provides a foundation for effectiveness provided employees are aware of their mandate (Agenbag et al., 2022).

The theoretical framework of this research is also informed by decision making. Personal biases can affect complex decision making in a variety of ways, ranging from recency and primacy biases (Lange et al., 2021). Talluri et al. (2018) found that the mere act of deciding on a specific course of action greatly influences the subsequent judgement and decision making. This research will explore how the decision making by the members of the KCC was influenced by them simply deciding to attempt to take over the water service delivery of the municipality.

3. Methodology and field work

As the research is informed by past events, the epistemological approach is that of an interpretivist approach. This approach was best suited because the research seeks to explore the meaning and value certain people ascribed to various factors which would have according to them been important considerations when making decisions. During the interviews conducted, the answers were interpreted and assigned to theoretic links. As stated by Avenier & Thomas (2015) interpretivism has its ontological grounding in constructed realities which are not necessarily informed by natural laws and when meanings are agreed upon in a social context, this constitutes the objective and intersubjective reality. There are those that hold the view that interpretivism replaces concepts like objectivity and rationality with concepts such as 'meanings' and 'motivations' (Laurie & Sullivan, 1991). This approach does however allow for a full understanding of how human beings, as actors with agency, arrive at certain points. The primary data source of the research are extensive, in-depth interviews conducted with the four executive members of the KCC over a period of four months in 2022. Given the central themes that informs the research, a case study design is justified because it is a study of a particular phenomenon, which as stated by Hancock and Algozzine (2017) in reference to case study research design, took place at a specific space and time. As it relates to data collection, observations was not be possible as this is a retrospective study. Emphasis is placed on key informant interviews, document analysis of communication between members of the KCC and the communication of their decisions to the broader community. As this study is qualitative in nature, this is important because the way in which decisions were communicated, or not communicated also provides insights into the decision-making process.

The interviews were semi-structured in nature, as this allowed for follow-up questions. This was the primary research method. Telephonic interviews were conducted based on participant preference and the interviews lasted approximately 60 to 90 minutes. Interviews were audio-recorded with the consent of the participants and notes were also taken to capture non-verbal observations. The audio recordings were transcribed verbatim, to ensure accuracy and data completeness. Questions were sequenced to allow for a rich discussion and conversation. Given that the research is interpretivist in nature, the researcher's own situatedness was stated and this allowed for the interviews to be hermeneutic. This tool set the scene for the researcher to ask questions that were challenging and perhaps difficult, because the interview

can go from questions and answers format to a dialogue (Flick, 2018). The quality of the research is improved by a Hermeneutical approach (Yeo, 2017), one where challenging and probing questions were asked, placing a measure of pressure on the interviewees to explain and justify how and why decisions were made. Objective Hermeneutics is utilized to distinguish between structures of meaning and to reconstruct the decision patterns of individuals (Wagner, 2010). Objective Hermeneutics places an emphasis on context and although the historical focus has been on text, it is argued that by utilising this approach when reading and re-reading transcripts of interviews, the researchers is able to better establish what the thoughts, desires and aspirations of the interviewees were (Borim-de-Souza et al., 2020). It is also useful in making the most of a relatively small number of interviews with people in charge of formulating and or implementing policy (Mann et al., 2009). This aligns with the research question of seeking to find out what informed the decision making process of the KCC.

The study is, as mentioned, quite specific in nature and as such a probability sampling strategy was employed. This was done in order to ensure information-rich cases which provides illumination to the questions asked in this research (Khalil et al., 2017). The possible sample size of the KCC executive only consists of four members, therefore it is argued that by interviewing every member of the executive it provides the most comprehensive perspective as it relates to the research objective. This also means that the sampling strategy was purposive, because respondents were chosen according to a set of criteria that needed to be adhered to in order to meet the objectives of the study (Andrade, 2020). This sampling strategy allowed the research to focus on specific aspects withing the population of the KCC executive (Bullard, 2020) as it relates to the decision making process.

The KCC has no formal leadership structure, so although the four executive members interviewed for this research were the only members bestowed with decision making powers, they were not formally selected or elected. There members were member A, one of the founding members of the KCC, member B, the legal representative of the KCC, member C, the technical advisor of the KCC and member D, the member representing Swartruggens. (Members A and B represented Koster and Derby. The initial name of the KCC was KDS, which stands for Koster, Swartruggens and Derby). These members all reside in the Kgetlengrivier municipality, and given logistical constraints it was not possible to conduct the interviews in person. The interviews were conducted during extensive phone and Zoom-

calls. The interviews were semi-structured, but they were very much focussed. It was made clear that the focus of the research is the decision making process that the group followed, but the semi-structured approach taken to interviewing the members, allowed for a measure of spontaneity that illuminated various supporting themes, such as how the different members ultimately defined key concepts. The research approach is also structured in a narrative way, where context is created by selective coding, ultimately resulting in a "story" or "story line". (Ruppel, 2015). The patterns identified can be categorized as follows: what, who, how, where and why. For source material, journal articles, books and newspaper articles were utilised. With regard to validity and reliability, it has been argued that qualitative research can fall short of meeting validity and reliability threshold (Healy & Perry, 2000). This can be countered by employing a strategy of reflexivity. The researcher reflected on their own beliefs, values, knowledge and biases in order to ensure the trustworthiness of the research (Berger, 2015). The researcher's subjectivity and is acknowledged and addressed. Despite planning, the research did encounter various challenges. Due to participant preference and logistical challenges, it was not possible to conduct the interviews in person. Data derived from interviews are subjective and can be influenced by factors such as the participants feeling they need to say what the researcher wants to hear. Care was taken in ensuring that leading questions were not asked, but social desirability bias should be acknowledged. Generalization of the findings is also limited, as they may not be applicable to other contexts.

4. Analysis of findings

This chapter presents a comprehensive analysis of the findings obtained from the study of the the role of the KCC in the administration of water services. By carefully examining the data gathered from interviews, the aim is to find the patterns and implications surrounding the role of the KCC in the administration of water services as it relates to decision making, governance and management of water services.

Transcription is a very important method of analysing qualitative data and given cultural biases, the interpretation of the readings of the transcripts can vary (Parameswaran, 2020). The primary focus of the research are the different experiences of individuals and as such a case study of each member interviewed is appropriate (Reviews & Cram101 Incorporated, 2013). Prior to the description and analysis of the results of the main case study, it is necessary to provide a breakdown of the members of the KCC. Member A is a 67 year old white Afrikaans speaking male, residing in Koster in the North West. He runs a small business in town and has been involved in politics during his lifetime, having served as a councillor in ward 21, Witpoortjie in Roodepoort in Gauteng for the erstwhile Konserwatiewe Party (Conservative Party). He has lived in Koster since 2016. Prior to that he farmed cattle between Koster and Swartruggens. He is the director of the KCC and has described the organisation as an informal grouping. Prior to the court order under review for this research, he has been involved in litigation with the Kgetlengrivier municipality regarding mostly the provision of water. In 2016 he and the KCC was granted an order that forced the municipality to provide water to residents. In 2018 magistrate Herman van Wyk granted an order allowing the local ratepayer's association to take control of the Kgetlengrivier municipality's water and refuse system (Potter, 2021). In January of 2019 municipal workers embarked on a strike, resulting in water being cut off from residents for several days. He again approached the court on behalf of the KCC, this time he was granted an order allowing the KCC to run the water works for a month. In December of 2020 however the situation had become extremely dire, according to him, with water being cut off for days on end. He decided to explore the possibility of approaching the court for an order allowing the KCC to run the water works of the municipality for an indefinite amount of time. Member B is a 33 year old white Afrikaans speaking male and resident of Koster. He is a lawyer and the official legal representative of the KCC. He has a legal practice in town. Member C is a 54 year old white Afrikaans speaking male and resident of Koster. He has lived in Koster his whole life. He does not have an official tertiary qualification, but he runs a

large machine building business in town with his wife. He was not a member of KCC prior to the court order under review in this research. He made himself available to provide technical advice and support following the granting of the court order and because the order was granted to the KCC he was legally obliged to become a member of the KCC. Member D is a 59 year old white Afrikaans speaking male and resident of Swartruggens, a town that falls under the Kgetlengrivier-municipality. He had various farming operations in and around Swartruggens and is very dependent on the Swartruggens dam and Eland river for irrigation. He is not a director of KCC, but has been a member since its inception. Having provided a case study of each member, it should be noted that the above is not an attempt to explain the KCC as an organization, but to place research in context. The four executive members of the KCC share a frustration with a lack of service delivery, especially water service delivery in their towns.

The fox terrier and the car: the initial agreement between members of the KCC

Prior to the court order being granted, the KCC did not have a clear plan on how decision making would be approached. It was important for member A and member B to approach the court for an order that would allow the KCC to take over the water and sewerage system of the municipality. They both reiterated the importance of ensuring that the process is protected by law, so that residents of the municipality would not accuse them of usurping powers that do not belong to them. According to member A and member B, they had the necessary structures in place to administer the water and sewerage systems in the event of their application being granted. Member C contradicted this, stating that for the KCC the court order was like the proverbial dog chasing a car and that the moment the dog caught the car, it did not know what to do with it. “It was like a fox terrier chasing a car but then not knowing what to do with the car once it caught the car,” explained member C.. This is how member C described the first few days following the order being granted. According to member C, member A and B had procured the technical services of two men from out of town who made it clear that they would assist in technical services, but only within office hours. Member C, given his background in designing and manufacturing machines, offered his services and it was at this juncture that he officially joined the KCC as only members of the KCC were legally allowed to take part in the administration of the water services. One of the first things the KCC did was to create a WhatsApp-group where members could communicate with each other. Member B stated that each members had a clear understanding of what was expected

of them. At this stage all of the executive members viewed the court order as an opportunity and not a threat or a problem. This later changed however.

Money, money, money: How did the KCC's finances influence decision making?

A sensitive topic of discussion among the executive members of the KCC, was money. The KCC did not have the capital means for big expenditures and as established by member C, many of the pumps and related infrastructure needed to be replaced or repaired. Member C offered to provide a substantial amount of money to fix the broken and damaged pumps and to hire generators to power the pumps. Member C agreed to provide R2,5 million upfront. It should be noted that the full amount spent by the KCC came to R7,5 million and the court later ordered the provincial government to reimburse the KCC for these expenses (Municipal IQ: Municipal Data and Intelligence, n.d). This amount is disputed, because according to member A, a total of R18 million was spent. According to member C, his initial provision of R2,5 million made it possible for work on the water treatment plants to begin. During interviews with member C, he expressed that money is a shitty thing (*'n kak ding*), he knows what it is to have money and what it is to not have money and so it would have made no difference to him if he was ultimately not reimbursed for the R2,5 million he put down. Member B however was not forthcoming in providing details of where exactly the KCC funding came from, stating that some of it was donations and some of it was borrowed. Member B says that the KCC made sure that every expense was accounted for and the KCC went to great lengths to ensure that money was not wasted, because at the time the KCC was not sure how long it would take for the municipality to reimburse them. There was an overall appreciation between the executive members of the KCC of the importance of sound financial management. Due the fragmented nature of the KCC's funding following the court order being granted, it became clear during the interview process that this had a direct bearing on the KCC's decision making process. Member C expressed the view that he wanted to make sure his R2,5 million was not wasted and as such he made the decisions on how that money was spent. "I did not want them to *pee* away the money," he said. Member C was thus reluctant to take orders from anyone in the KCC. Member A and B put it more diplomatically, stating that there was an understanding among the executive members of the KCC that they would not meddle in each other's' work. In the early days of the KCC administering the water services of the municipality, there was a sense amongst the executive members of the KCC that they were doing important work. A derelict treatment plant that

was built for R144 million was rendered operational and within days the municipality was provided with clean water and clean sewage effluent was released. Financial resource management is a crucial aspect underlying other aspects within an organization ensuring the stability of what an organization sets out to do (Tretyak et al., 2021).

The culture of the KCC

When asked to describe the governance culture of the KCC, member C stated that it was like a jelly fish. "There was no official management, we met once or twice, that was it." Member B described it as being independent in the sense that each member focussed on their respective tasks and therefore it was not necessary to have a chain of command. Hald et al. (2021) argues that the culture of an organization is oftentimes a contributing factor to institutional failure. The sentiment expressed by two of the executive members of the KCC in relation the culture of the organization, was pointedly negative. As mentioned above, member B described the culture in terms of the assignment of tasks to each member and member B described the organizational culture as a "fairy-tale", where everything went smoothly. According to Geiger et al. (2009), narratives regarding organizational culture can create blind spots. It is clear that the members of the KCC had very strong narratives, albeit differing narratives regarding the organizational culture and this invariably created blind spots for the organization. There was also a clear difference of opinion regarding who the power holders were during the time that the KCC administered the water services. As stated by Pang et al., (2021;2022), power holders within an organisation greatly contributes to the enhancement of communal interests and building an atmosphere that is harmonious. It stands to reason that if there are no clear power holders, then the chances of the organisation's atmosphere being harmonious, is slim.

According to Davis & Cates (2018), members of an organisation are often not aware of what defines the culture of the organisation until it is challenged. According to member A, the biggest challenge that faced the KCC was the effort it took to provide water to the municipality within the timeframe stipulated by the court order. Member C stated that he and his team worked around the clock, sometimes driving out to pumpstations after midnight to manually start the pumps and related machinery. Member C and his team worked on their own and they did not ask for guidance and permission to do the work they deemed necessary. At this point, the members of the KCC were not meeting regularly, each member was busy doing their own thing. Visual elements like photographs are often used in qualitative research

and can form part of the process off meaning making (Ebrahimpour & Esmaeili, 2018). The following photographs were provided by member C as a means to, as he put it, illustrate the work him and his team had done when the KCC had initially taken over the water services of the municipality. Cleland & Macleod (2021) argue that photographs illuminate what was happening at a particular time and in this way photography can convey meaning across time.



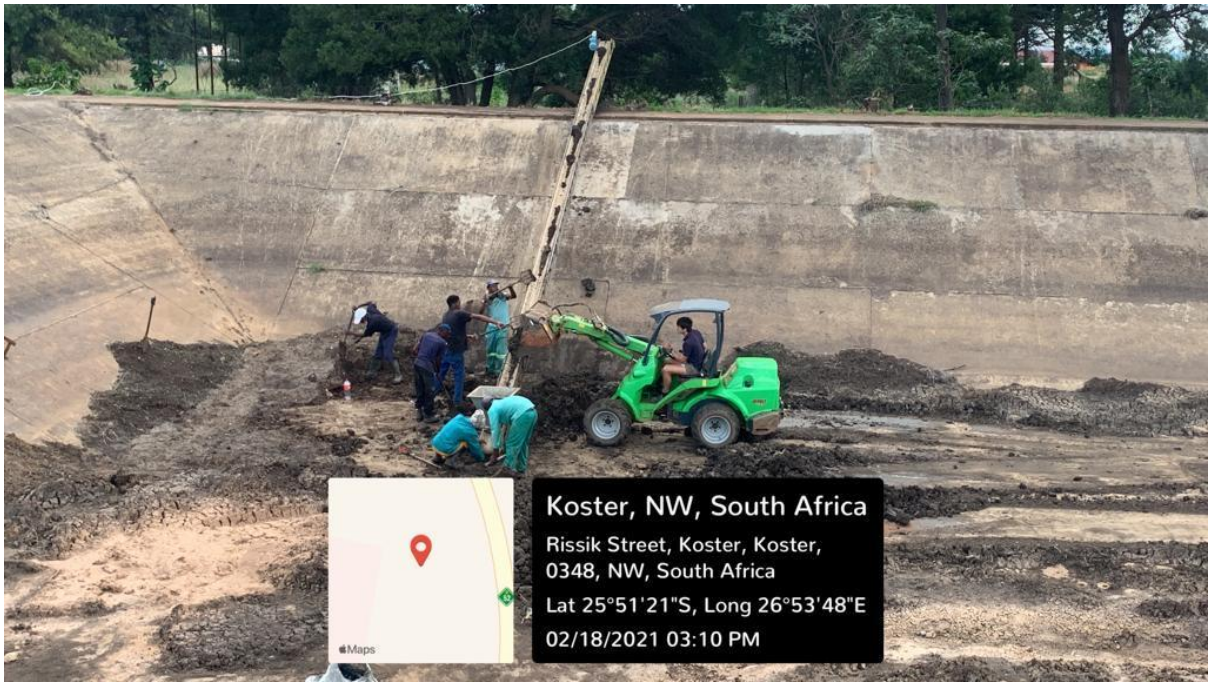
Picture 1: Damaged wall of water treatment plant in Koster before the KCC take over services.



Picture 2: Repairs being done by member C of the KCC and his team to the water treatment plant in Koster.



Picture 3: Repairs being done by member C of the KCC and his team to the water treatment plant in Koster.



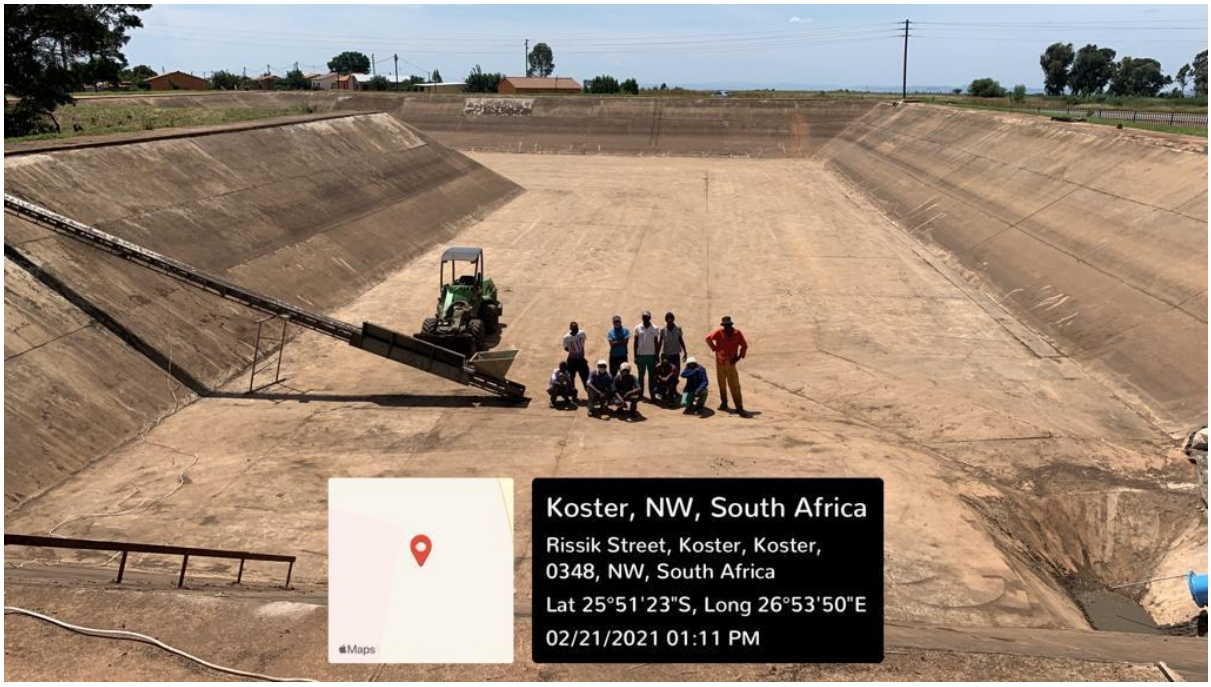
Picture 4: Repairs being done by member C of the KCC and his team to the water treatment plant in Koster.



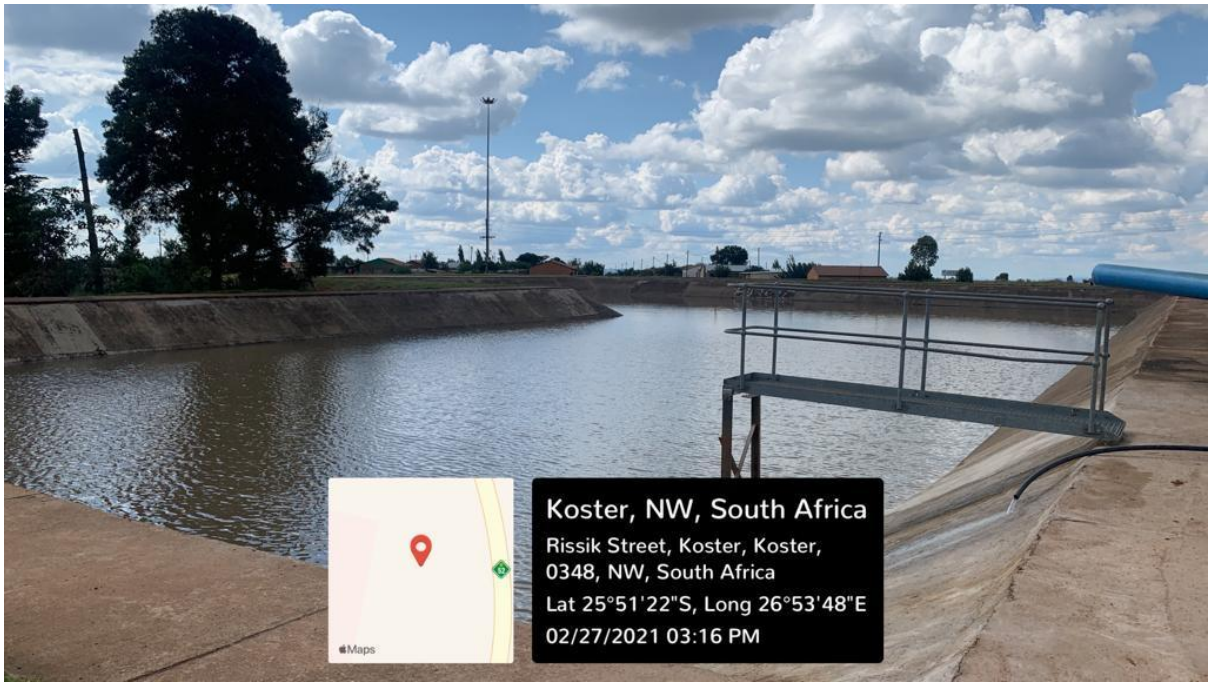
Picture 5: Progress of repairs being done by member C of the KCC and his team to the water treatment plant in Koster.



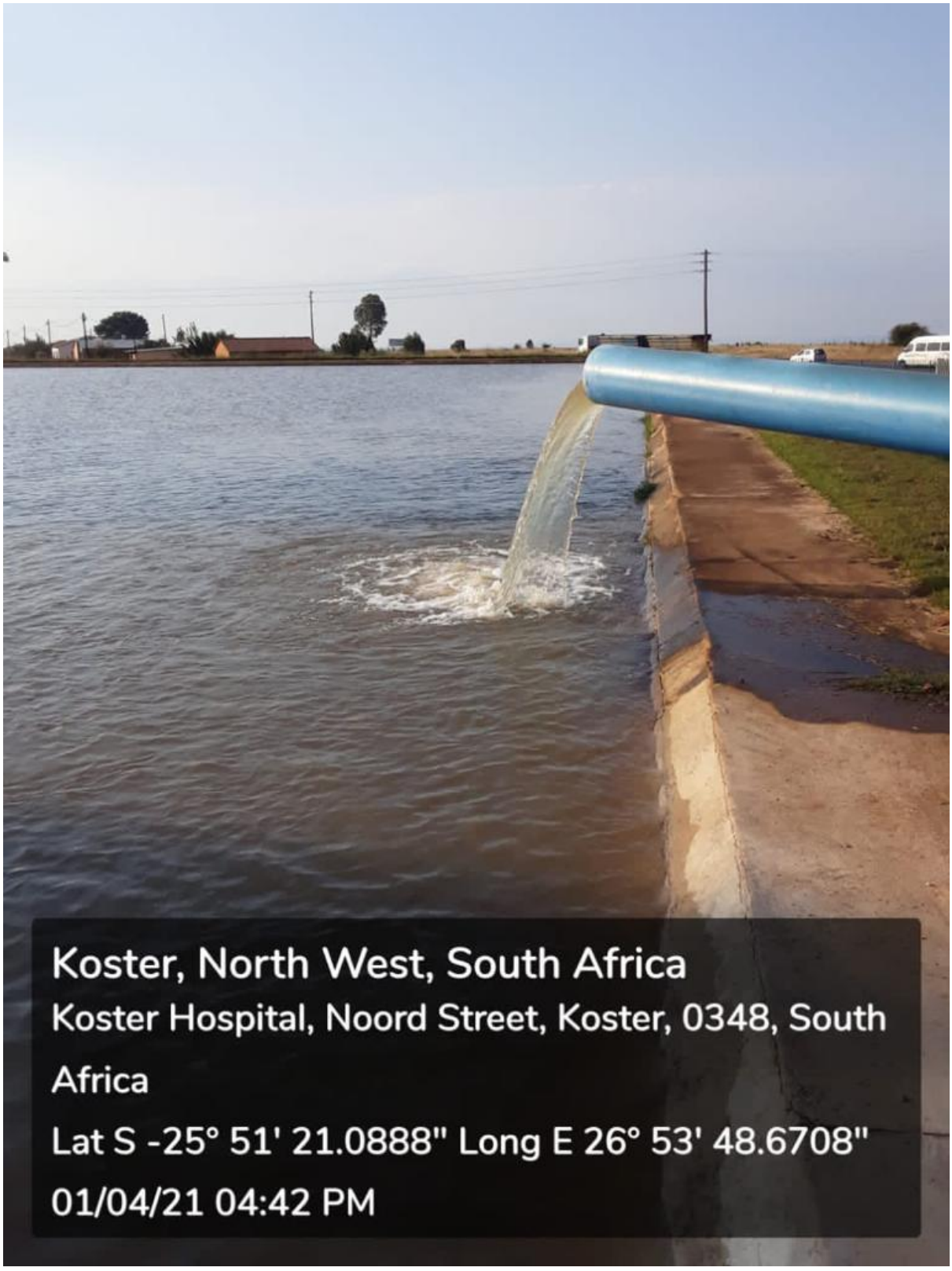
Picture 6: Member C and his team.



Picture 7: Member C and his team.



Picture 8: Following repairs done by the KCC, the water treatment plant was fully functional.



Picture 9: Water flowing to the water treatment plant in Koster.

A Partnership is a sinking ship: the breakdown in co-operation

According to members A and B, the KCC had never intended to administer the water services on a permanent basis. Member D, who was the KCC representative for Swartruggens, stated during interviews that he viewed the court order as an opportunity for the citizens of the municipality to take over the water works for good, stating that he had experienced too many service delivery failures during his lifetime. Member B stated that the aim of the court application was accountability, but for members C and D the aim was to keep the services in the hands of the citizens. Member D also expressed concern in how member A represented the group in the media following widespread media attention. As director of the KCC, it was decided among the executive members that member A would do most of the media interviews. According to member D, this became a problem. “For him (member A) it was suddenly about me, me me,” said member D. . The KCC was also approached by the civil rights organisation Afriforum to discuss the possibility of assistance. According to member C, member A and member B had approached Afrifoum and this greatly upset member C and D. A subsidiary of Afriforum, Pionier (a for profit organisation established to assist communities that seek to become more self-governing), had become involved in managing aspects of the KCC. Member C indicated that he felt this was a mistake. Member D then cut ties with the KCC.

There was no dispute resolution mechanism within the KCC and the only official channel of communication between members was the group’s WhatsApp-group. The involvement of Pionier had soon becomea source of frustration for member C and member D. Member C stated that Pionier provided some financial assistance, and in turn they had sent multi-media teams to Koster to film the work the KCC had been doing in order to promote their own involvement and according to member C, this was never discussed among the member of the KCC. For member C and D, this had also created the impression that the KCC was only interested in providing services for the white Afrikaans speaking community of Koster, Swartruggens and Derby. “In the rural areas (platteland) where we live, we all need each other and some people want to put us into camps,” said member C. Member C expanded on this, saying that he was uncomfortable with the way member A was representing the group in the media. “He kept saying we were giving the government a bloody nose. You don’t need to say that.” Member C stated that he had become uncomfortable with an impression being created by thee KCC’s involvement of Pionier that it was the white community in town that was “fixing everything”. At this point, member D had ceased his involvement with the KCC.

“I told them, if they want to use Pionier then I will withdraw completely,” said member D. An email later sent by the management of Pionier to the members of the KCC indicated that Pionier was not willing to take on the financial risk involved in supporting the KCC in administering the water works of the municipality. The North West High court then granted and order directing the Kgetlengrivier local municipality to appoint an implementing agency to administer the water works. This was preceded by talks between the KCC, the department of Cooperative Governance and Traditional Affairs and the Kgetlengrivier local municipality The MEC for Cooperative Governance Human Settlements and Traditional Affairs, Mmoliki Cwaile, was quoted in the media as as saying she welcomed the decision (*South Africa: MEC Mmoloki Cwaile Welcomes Court Ruling on Kgetlengriver*, 2021). Member D described the agreement between government and the KCC as a betrayal that served as the nail in the coffin of the KCC’s efforts to improve the provision of water for the residents of the municipality. Member A and member B argued that the KCC never wanted to take over the water services of the municipality on a permanent basis only to intervene, but member C and member D indicated that they were willing to continue their work for an indefinite amount of time. On the 17th of March 2021, the appointed agent Magalies Water, took over the water services from the KCC (Kretzmann, 2022). At this juncture, member C and member D left the KCC. Member D expressed his disappointment by saying that the initial partnership between the four executive members of the KCC, had become a sinking ship. In the local government elections of 2021, member C and member D made themselves available as independent candidates for their respective wards. Both of them stated that they had not thought about getting politically involved during their time with the KCC, but they did concede that it provided them with a certain platform on which they ran their campaigns. The four executive members of the KCC stated that their private involvement in water service delivery was however not a political act or choice. As it relates to communication between members of the KCC and the broader Kgetlengrivier local municipality, member C and member D stated that it was very important to them that decisions be timeously communicated to the community. It was also important for member D that the community support the actions and decisions of the KCC. Member B stated that decisions were communicated via the organisation’s Facebook group. Member C stated that he regularly visited the informal settlement of Reagile, just outside Koster, to communicate to residents what the KCC was doing and why they were doing it. According to member D, there was also an understanding from community members of the challenges experienced by the KCC during the time that they were in charge of the water services, precisely because these challenges were communicated.

5. Discussion

The purpose of the research was to explore the decision making process of the KCC during the time of their take-over and administration of the water service of the Kgetlengrivier local municipality. The actions of the executive members during this time, had a massive impact on the lives of the citizens of the municipality. The KCC, is a non-political, non-governmental organisation, that took over an aspect of service delivery that is administered by governmental structures. The various water authorities in South Africa, are constitutionally mandated to provide water to the citizens of the country. Despite this, many municipalities in the country are struggling to properly deliver water services to residents, leaving residents angry and frustrated. The KCC is an example of a group of residents who challenged the lack of water services in their municipality in the courts. The KCC were given a court order that had far reaching consequences for the Kgetlengrivier local municipality. The research focussed on the four executive members of the KCC, who were ultimately entrusted to ensure adherence to the court order. The research looked at the question of what informed the decision making process of the executive members of the KCC during the time they administered the water services of the Kgetlengrivier local municipality.

This research is important because other communities and non-profit, non-governmental organisations might attempt something similar to what the KCC attempted. Given the state of service delivery in some of South Africa's municipalities, it is likely that similar attempts might be made to take over certain services. This research is by no means an exhaustive study on the impact of the KCC on the administration of water services, but it does highlight key elements that can contribute to the field of knowledge relating to water services and administration. The key findings of the research illustrates that planning and overall agreement of objectives are essential when attempting a project such as the take-over of water services by a non-governmental organisation. Furthermore, the analysis illustrates that an understanding of the technical requirements of delivering water services is foundational to proper service delivery, regardless of who is administering the services. The KCC had access to the necessary technical expertise through one of their members. The findings also indicate that the decision making process of the executive members of the KCC was informed by past experiences of poort service delivery in the municipality. This speaks to the personalisation of their approach; they did not view themselves as separate entities providing services, they viewed themselves as concerned community members that felt they needed to do something

about the state oof water service delivery in their towns. Perhaps the most important element of the KCC's impact on the administration of water services, is an understanding of the financial management that forms part of service delivery. This was one of the biggest source of disagreement between members of the KCC. Moreover, a lack of consensus regarding the leadership structure of the KCC also arguably contributed to the challenges experienced. The executive members of the KCC had assumed that it would be better for every member to focus on their assigned tasks, but the absence of a chain of command created silos, with members not knowing or understanding what the others was doing. The issue of oversight is also addressed in the research. Given the fact that most of the initial capital was provided by the members, it clearly created a situation where that member, rightly or wrongly, had the final say over certain lines of expenditure. Viewed from a different perspective, this could also have contributed to feeling that the brunt of the financial risk was carried by one individual on the executive team of the KCC, putting undue pressure on a single individual within the organisation. A recurring argument in the research relating to water service delivery is that the end users of water services need to be more involved in ensuring the success of water service delivery. The manner in which the KCC, an organisation ultimately comprising of end users, is but one way for end users to be involved. The introduction later of a different grouping or organisation, in the form of Pionier, was also a bone of contention for two of the members of the KCC, suggesting that there should be consensus regarding the possible utilisation of outside actors. It should be noted that the court order granted to the KCC and the widespread media attention that fell on the municipality as a result, could have created a situation where outside organisations wanted to hitch their proverbial wagons to the KCC.

The conclusion that can be drawn from the research is that the members of the KCC did not have a unified foundation on which decision making was based. Although there certainly was a unity of purpose, there was not unity in how this purpose should be executed. A feeling of hopelessness regarding poor service delivery is not a strong enough unifier for a group or organisation that wants to try and make a difference to the lives of their fellow residents. Ratepayer associations that might find common ground with each other and also other organisations representing communities, might have an effect on the political landscape of South Africa. Outsourcing of municipal services might seem like a warranted and oftentimes justifiable route, but it is not without dangers and challenges. One being oversight. As mentioned, the financial situation of the KCC was one with little to no oversight and this

should serve as a cautionary warning to other groupings that wish to follow the same route. The efficient use of capital and financial resources as a whole is an important factor in the successful delivery of services. The case of the KCC has served as an example for other organisations, like the Mafube Business Forum that approached the courts for an order allowing them to run the Mafube Local Municipality (Khumalo, 2022). It is interesting to note that the executive members of the KCC were all of the opinion that they as private citizens would do a much better job at administering the water services of the municipality, but due to the reasons examined above, they ultimately had to relinquish the water services to a state-run managing agent. The findings indicate that a purely private or community driven approach to the administering of water services is not a panacea and great care should be taken by any organisation attempting something similar. Finally, the KCC's takeover of the water services perhaps fostered a recognition at the community level of what exactly the responsibilities of a municipality is in terms of a standard of water service delivery.

6. Conclusion

In this research report, the intricacies, challenges and pitfalls of water administration were delved into. Water is essential for life, but it is also a vital resource for socio-economic development. To ensure that water is effectively administered, good governance and management strategies are required. Throughout this research, key themes emerged that shed light on the many aspects that inform water management. These include a difference of perspective in what the best approach to water management should be. Although the case under review in this research could be described as an innovative approach, the findings of this research suggests that innovation does not necessarily lead to improvement. An integrated water management framework is essential, because ultimately good governance, be it private or public, relies on a holistic approach to decision making. In the case of the KCC, a lack of integration as admitted by the members of the executive, was a major stumbling block. Challenges emerge when planning, allocation and decision making are not integrated.

The research also indicated the importance of stakeholder engagement. Diversity of interests from various stakeholders, such as the local community, the municipality and the KCC, should be recognised. In the event of various groupings operating in isolation, an opportunity for sustainable collaboration is lost. Without consensus, service delivery challenges cannot be adequately addressed.

This research aimed to contribute to the discourse of water management, by offering analysis and insights. In the South African context, community intervention on various levels have become more and more frequent. The study of the role of the KCC in the administration of water services is but one aspect of community intervention. Key questions regarding the impact of this kind of intervention remains. Community intervention in water management should be further studied, to ensure that accountable water management systems are developed and employed.

Lastly, consideration was given to ethical concerns about ensuring the anonymity of the executive members of the KCC. As communicated by the executive members during the research process, the executive members of the KCC were aware of these concerns, but expressed that they did not have a problem with being identified as they had also engaged in

various media interviews before, during and after the KCC's takeover of the water services of the Kgetlengrivier municipality.

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7. **Appendices**

Organisational structure of the KCC:

Entire structure consists of 220 members.

Executive: 4 members

QUESTIONNAIRE (FOR MEMBERS OF EXECUTIVE)

1. What led to the decision by the KCC executive bringing the court challenge to take over the water services of the municipality?
2. Why did the KCC feel this was necessary?
3. What was the extent of consultation with members of the KCC before the court challenge was initiated?
4. Was there a plan for what would be done in the event of the court finding in the KCC's favor, or was the plan only formulated after the court's judgement?
5. Why did the KCC feel it was important to bring this specific application before the court?
6. How did the KCC feel about the wording of the judgement?
7. What was the first thing the KCC did after being given control of the water services?
8. Was there agreement between members of the KCC for what needed to be done?
9. What were the biggest challenges in taking over the water services?
10. How did the KCC go about in delegating responsibilities?
11. Was there a central, fundamental guiding principle decided upon when the services were taken over, which would inform decision making?
12. What resources did the KCC have at its disposal (did the KCC have financial resources to render the services instructed to it by the court?)
13. Did the KCC have a chain of command regarding decisions on how resources would be spent/allocated?
14. Was there kind of oversight structure in place regarding the spending of resources?

15. What was the plan for dealing with disagreements between members of the KCC?
16. Were there many disagreements between members of the KCC?
17. How would you describe the governance structure of the KCC?
18. How would you describe the decision-making process of the KCC?
19. Would you say that this process was effective during the time of the KCC's takeover of the water services?
20. What were the biggest impediments to the work of the KCC during the time of the KCC's takeover of the water services?
21. Did the KCC have a stated goal or outcome that it wished to attain at the outset?
22. How would you describe the KCC's culture?
23. How did this inform the KCC's decision making process in the take-over of the water services?
24. Was there a separation of powers within the KCC executive?
25. Did the KCC consult with members of the wider community?

CONSENT FORM

Name of researcher: Lourensa Eckard

I, …….., agree to participate in this research project.

I agree to the following:

(Please circle the relevant options below)

The research study was explained to me. I understand what this study is about.

YES NO

I understand that I can volunteer to take part in the study

YES NO

I agree that the interview/focus group/other activity may be audio recorded .

YES NO

I agree that direct quotations from my interview may be used by the researcher in their research report.

YES NO

I agree that my participation will remain anonymous (my name will not be used by the researcher in their research report.

YES NO

I agree that other researchers may use the information I provide in my interview (depending on their own ethics clearance being obtained) but my name and any personal information will not be used or passed on

YES NO

…… (signature)
…… (name of participant)
…… (date)

…… (signature)
…… (name of researcher/person seeking consent)
…… (date

TRANSCRIPTION OF INTERVIEWS

TRANSCRIPTION OF INTERVIEW WITH MEMBERS A AND B

TRANSCRIPTION OF INTERVIEW WITH MEMBER A AND MEMBER B
QUESTION: Wat het gelei tot julle besluit om die aansoek te bring?
ANSWER MEMBER A: In 2016 het ons ‘n hofbevel gekry teen die muni oor water, ons het dit op ‘n lukrake manier bestuur, toe het ek en Andreas as vriende bymekaar gekom en gesien niemand gee om oor die water situasie nie. Ek en hy het sommer oorkant gestap na die waterwerke, gesien daar is niemand nie. Ons is nie kenners daarin nie, toe het ons maar begin skakelaars aansit en ‘n uur daarna het die water geloop, ons het Kleppe oopgemaak, so het ons die ding begin vat. Toe het ons die water kanaliseer na al die gemeenskappe, dit was toe ‘n mutual concept, ons het dit toe oorgegee aan die munisipaliteit heet hulle belowe hulle sal dit reg doen, seker ‘n jaar daarna staak hulle weer, Jan 2019, toe staak hulle oor betalings van pensieonfondse en medies wat nie betaal is nie, toe het hulle die hekke geesluit en weer geloop, toe was ons weer vir dae sonder water. Andreas het hof toe te gaan, weer ‘n bevel gekry dat ons die water regatig kan bestuur, ons het dit toe reggekry, ons het dit toe vir ‘n maand bestuur, toe gee ons dit weer terug en vandaar af het dit slegter en slegter geword en toe vroeg in Des 2020 was dit chaos in Koster, daar was nooit bykans water nie en mens sien

maar hoe die mense daar staan, hulle het daar gaan staan vir water, ou mense kom staan vir water, dit was skokkend dat mense van 2km moet stap om water te kom haal met die geloof daaar sal water wees. Toe het en vir Andreas gese, ons het saam besluit om vir Danie Wynbeek ons advokaat te nader, om te kyk na ‘n hofbevel. Andreas en Danie het nagte om gewerk om die stukke op te stel, om die waterwerke van Koster en ook Swartruggens, want die situasie in Swartruggens was dieselfde gewees en werklik waar die 20ste Desember, toe is ons die oggend Mambatho toe, toe kry ons die bevel wat sê ons kan waarneming toepas, gelukkig was ons strukture in plek, ons het nie net die belastingbetalers-unie gehad, ons het distriksladbou gehad, ons het regsdienste gehad, tegniese dienste waarvan elke ou verantwoordelik was vir sy deel, ek het nie gaan inmeng met die water nie, Andreas het nie ingemeng met die water nie. Elke ou het presies geweet geweet wat hy moet doen. Dit was eintlik lekker gewees, want as ‘n ou so iets doen, moet jy great wees, jou bestuur moes in plek geewees het. Dis hoekom ons die water toe nou die 17de Januarie, na groot baklei, kon betree. Dit was ‘n kwessie van daai aand, hulle het ons gesabotteer, hulle het die waterpompe se rewolusies laer gesit, maar daai aand was daar water en Willie het die riooldienste gevat en binne drie dae suiwer ons die skoonste water. Op die platteland waar ons is, die probleem daar is, hulle sal nooit die water reg kry nie, daar is nie wil nie en ook nie kennis nie. So ons het baanbreker werk gedoen, gemeeenskappe sal verwantwoordelikheid vat vir hul eie probleme. Waterrade is almal bankrot.

QUESTION: Wat was die eerste ding wat julle gedoen het nadat julle die hofbevel gekry het?
ANSWER MEMBER B: Die eerste ding wat osn gedoen het, moes ons die plek asseseer, daar was baie skade, die heat sensors was gebreek, die plek was gesabootteer, hulle het ‘n teenaansoek gebring so hulle wou nie he dat ons die water moet laat werk binne ‘n sekere tyd, soos gemeld in die hofsbevel nie, Eerste stap, asseseer en dan begin regmaak. Die grootste kopseer was regmaak.

QUESTION: Wat was die ooreenkoms tussen julle verskillende lede van die groep wie wat moet doen?
ANSWER MEMBER B: Ons het nie so skritelikee ooreenkoms aangegaan nie, osn het maar soos die oumanne blad geskud en gesê ons is almal maar in die ding, Die verstandhouding was maar ek het die regsdinge bestuur, carel was oorsig, hy het met die koerante en die media gepraat, maar ook uitgehelp met waterwerkee n die by die rioolwerkee en so aan, Willie was tegnies, hulle het die pompe uitsorteeer. Elke ou het ‘n doel gehad, ons het maar net besluit

ek meng nie in met sê nou maar Willie sê dis ‘n 10KV pomp of ‘n 2 KV pomp, het ek nie gese nee nie, ek het maar gesê okay kom ons gaan aan en as ek as Andeas gesê het dis wat ek dink ons moet doen, het ons gese ons gaan aan. So daar was ’n goeie verstandhouding gewees van die mense wat saam gewerk het, elkeen het maar ‘n rol gehad, almal het verstaan wat hulle moes doen, al was daar niks op skrif gesit nie.

QUESTION: Wat was die grootste uitdagings aanvanklik?
ANSWER MEMBER A: Om vir die mense water te gee op gereelde basis, want dit is die lewensaar van elke gemeenskap en ons moet seker maak daar word water gepomp op volhoubare basis, dis hoekom Willie ‘n reddelike groot span gehad wat in geklim het en hulle het werklikwaar binne ‘n kwessie van ‘n dag pompe reggemaak, maar die pompe is nie oornag wat reggemaak kan word nie, parte moet kom van vêr. Grootste uitdaging was pompe wat beskadig is, wat munisipaliteit nie geld voor gehad om reg te maak nie, reg te maak en om die riool wat na die Koster spruit en Koster dam te keer.Voordeel wat ons gehad het, is die nuwe rioolwerke wat gebou is teen ‘n koste van R144 miljoen, was state of the art en hy moes net bestuur word en daar het ons proaktief opgetree, ons kon dadelik begin met waterwuiwering, Willie het daar ‘n baie goeie werk gedoen. So ons kon keer dat die water niee in Swartruggens dam of Elandsrivier loop nie, dit was die grootste uitdaging gewees.Toe ons dit nou klaar reg het, was dit ‘n kwessiee van instandhouding gewees, as iets breek vervang jy hom, jy maak hom nie reg nie. Dit was van dit so oud dat jy dit nie kon regmaak nie, jy moes vervang. Voordeel wat ons gehad het, is die hofbeveel het gesê ons kon vergoed word vir die werk wat ons doen. Ons het einttlik vryehand gehad om reg te maak, teen ’n koste om en by R18 miljoen. Ons is omtrent R15 miljoen betaal, maar daar is omtrent R2miljoen uitstaande waarvoor ons nog baklei.

QUESTION: Jy praat van die geld en wat julle aanvanklik moes bestee, waar het daai hulpbronne vandaan gekom en miskien vir my die tegniese element verduidelik van hoe julle dit kon terug eis van die munisipaliteit?
ANSWER MEMBER B: Mense gaan sekeer nie daarvan hou as ek hulle geldsake openbaar nie, maar kom ons praat in die algemeen. Ons het maar by so by boere aangeklop, van die boere het ‘n hele paar rand gee, Willie het van sy kant af voorraad en so voorgeskiet dat betaling kan gebeur, ons het geld gaan leen met die doel om ddit terug te betaal, osn moes maar planne maak, jy draai ‘n rand 20 keer tot jy hom uitgeee en as jy praat van chloor koop, R90 000 tot R200 000 ‘n skoot, lazer alignment op pompe was ook so R40 000, ons kan sê

met groot genade het ons fondse ingekry. Die hofbevel het voorsiening gemaak dat ons dit kon terug eis van die regering af, dis hoekom ons die handover agreement geteken het, om daai skade te beperk en die geld te kry, al die geld wat ons geleen het en uitgegee het, is vasgevang in ‘n hofbevel wat ons kon uitwin om almal se geld te kon teruggee.

QUESTION: Was daar ‘n plan om oor hoe om, as julle nie as lede saamstem nie, hoe het julle met meningsverskille te werk gegaan?
ANSWER MEMBER B: Ons het mekaar ops WhatsApp delete dan gaan ons aan (beide lag), meningsverskille gaan daar altyd wees, ons het darem mooi katalisators gehad, ander ouens in die gemeenskap tussen beide getree het, as die bestuur het ‘n probleem gehad en ons eeen van die sakemanne in die dorp betrek om as mediator op te tree. Die goed was regtig goed verdeel in die sin van, die swartruggens mense het dit bestuur, Koster het Koster bestuur die tegniese oueens het hul deel gedoen, niemand het by mekaar ingemeng nie, ons het gese ons aanvaar jy gee die beste van joiu vermoe en dis hoe osn ge-operate het, hie ren daar meningsverskille gehad, maar opinies is daar dit moeet gelig word, diit gee nuwe idees.Ons is almal groot mense, ons kon almal sinvol om ‘n tafel sit.
ANSWER MEMBER A: Dit klink soos ‘n sprokiesverhaal wat ons jou verrtel, maar dis waar, Daar was nie grooot meningsverskille gewees nie en my pa het altyd gesê daar was net een dag wa die Afrikaner kon saamstaan en dis toee Jan van Riebeeck in die Kaap aangekom het, maar in hierdie geval, werklikwaar was dit oor die gemeenskap wat geedien moet word, osn weerk nie vir ons self nie, vir ‘n medalje nie. Ek kan met grootste vrymoeddigheid sê alles het baie goed afgeloop.

QUESTION: Hoe sou julle die besluitnemingsproses beskryf?
ANSWER MEMBER B: Ons het maar ‘n whatsapp-groep gehad wat ons gebruik het vir kommunikasie en dan soos ons aangaan het ons gesê luiste wat dink julle hiervan en in daai groep was meeste van die gesprekke en hoe ons almal tot ‘n beesluit sou kom, die tegniese ouens moes hul eie besluite geneem, hulle het nie gevra vir goedkeuring om soos bv pompe reg te maak nie. Hulle het geweet jy moet doen, as ons praat bv van kar koop, die kar moeet van punt a na b gaan, ons het nie ‘n Ferrari of Mercedez gekoop nie, die doel van die kar moes daar wees, so die ouens het nie spandabelrig geld uitgegee nie, jy was mos nou nooit seker of jy die geld gaan terug kry nie, so almal moes maar hulle diskresie gebruik het, dit is so. Die ouens het goeie oordeel gebruik op besluite, daar kan vandag nie een vingee gewys

word jy't dit gedoen, jy't dat gedoen, ons is op 'n clean breeak waar ons nou met mekaar gesels?

QUESTION: het julle 'n doel gehad van wat julle graag sou wou bereik?
ANSWER MEMBER B: die stukke was nooit opgestel vir permanentee bestuur nie, toe ons die stukke opstel was dit vir noodkrisis, die resep, of dit wat ons wou doeen, hit and run, inkom regmaak en uitgaan. Die ding was nooit beplan om vir ses jaar, tien jaar te bestuur nie, ons het nie daai plan of visie gehad nie, soos wat die ding ontwikkel het, einde van diee dag was daar caveats ingebou, soos betaling, maar dit was nooti 'n geval van sit voor die tyd en sê ons gaan die ding vir 10 jaar bestuur , geen sulkee planne nie.
ANSWER MEMBER A: Tot op 'n stadium toe ons met die regering praat, daar is voorstel gemaak da tons 'n MOU met regering aangaan, wen wen situasie, maar daar was baiee teenkanting gewees van regering, hulle heet gesê dis 'n klomp wit mans wat waterwerke oorgeneem het, ja ons is 'n klomp wit mans, maar die water het gewerk, diee regering was bang dat di tons so suksesvol sou wees dat hulle dit nooit weer sal kan bestur nie. Die hofbeeveel het trouens gesê die waterwerke moet nie terug aan die munisipaliteit gegee word niee, maar aan 'n eksterne diensverskaffer, want die hof het bevind hulle is onbevoeg om dit te bestuur Aanvanklik het die MEC gesê hulle sal instem vir MOU, maar toe draai hulle om.

QUESTION: Hoe het julle meet die gemeenskap geraadpleeg?
ANSWER MEMBER B: Facebook is 'n wonderlike ding, twee whatsapp-groepe met 200 mense, dis maar hoe ons mt die publiek gekomunikeer het?

QUESTION: Wat van inwoners van informele nedersetting, wat nie op Facebook is nie, het julle met hulle ook gepraat?
ANSWER MEMBER B: Daar is baiee van daardie inwoners, omtrent 500 swartmense van die gemeenskap wat op Faceebook-groep was, selfs as jy kyk na die whatsapp-groepe, was hulle ingesluit.Ons het met die dominee en skoolhoof gekommunikeer een hulle heet met die mensee gepraat, ons het leiers identisfiseer en met hulle gepraat en dan het hulle met die gemeenskap gepraat?

QUESTION: Julle het baie publisiteit gekry, het julle ooit gedink aan 'n politiekke boodskap wat julle wou uitstuur?

ANSWER MEMBER B: Ons het politiek uit die ding probeeer hou, on sheet geweet dit sou moeilik raak as politiek betrek word. Die hoofdoel voor oë wad dienslewering, water vir almal en soon ogewing vir almal.
ANSWER MEMBER A: Toe ons begin het, eerste vergadering net hier in Andreas se raadsaal, het ons gese politiek hou on suit hierdiee ding uit. Srukture was reg, wanneer daar loadshedding is se ons vir die mensee van die pompe kan nie werk nie, ons se dan julle gaan 3 of 4 ure dalk sonder water sit, toe ons so oop kommunikeer was daar ongelooflike velwillendheid, van wit, swart, bruin mense, Indiers, wat se dankie tog julle laat weet ons en julle laat weet ons betyds.
ANSWER MEMBER B:Hier op die einde het ons die opgaardam herstel, toe ons aan die einde dit weer oorgee, was daar 17 miljoen liter, die dam was vol, diee servoir was vol een as jy nou by die waterwerke instap, is daar net nie eers ’n miljoen liter water nie.

TRANSCRIPTION OF INTERVIEW WITH MEMBER C

QUESTION: Die aanvanklike besluit, waarom het julle die besluit geneem om die aansoek te bring?
ANSWER: weet jy wat was die storie gewees, ek is nie ’n ou wat op kekrade dien nie. Carel ken die wet, hy was raadsklid in Randfontein, toe wat gebeur het die riool spoel toe in Swartruggeens in by Wilhelm hulle. Danie van Wynbeek, die advokaat, se pa bly daar, die oom iss 105 jaar oud. Toe kom Carel n Andreas en hulle druk so op senuwee-eindpunt by Danie wat vir hom baie saak maa ken dis hoee die storie gebeur het. Dis hoe Carel en Andreas vir Danie so vêr gekry het om die ding te doen, quite frankly loop die riool al vir 5 jaar. Lourensa weet jy dis ‘n goeie part van 11, 12 jaar wat ons sukkel met die riool storie in die dorp.

INT: Hoe het julle met mekaar gekommunikeer en gekonsulteer, voor julle die aansoek gebring het en na julle die aansoek gebrring het?
ANSWER: Toe hulle die aansoek gebring het, kyk, Willie is eintlik ’n draadsitter, Willie is apaties teenoor die hele storie en Carel en Andreas en Wilhelm het die aansoek gebring. Willie het van niks geweet nie, die dag van diee 11de Januarie toe is ek op vakansie, toe die hofbevel beteken word, toe die balju daar is, ek en my laaitjie en twee nefies het met die bakkie daar rond gery en toe ons by die waterwerke kom sien ons die storie en dis die eerste keer, toe stop ek, daar was klomp aandag, ek klim toe uit, ek kn vir Wilhelm ek ken vir Carel ek ken vir Andreas, ek vra, manne wat gebeur hierso? Nee, sê hulle, hulle het ‘n hofbevel bekom, en dis amper asof die fox terrier nie die kar gevang het ni, die fox terrier het die hele blou trein gevang en hier staan die fox terrier met die blou trein e nek vra wat behels die storie? Hulle sê hulle het Derby, Swartruggens en Koster se water oorgeneem. Ek sê hoe gaan julle hierdie stoorie doen, omdat ek ‘n besigheidspersoon is, prakties met verstand, ek vra hoe gaan julle die storie doen? Nee, hier staan ’n karretjie, met gladde tyres. Ek sê en die karretjie, nee dis ouens uit die Vuildriehoek, Kobus hulle, van een of ander company, dis hierdie ouens, hulle gaan op risiko werk. Hulle kan gaan tot R200 000, ek sê mense, ek is my hele lewe in hierdie dorp, ek het meer fotos van riool en pompe as van my eie kinders, ek is lief vir hierdie plek, ek weet waar elke pompstasie is, ek se ek was desember by een stasie, daar is een motor wat gaan brand, so julle gaan R800 000 moet uithaal in die eerste week, anders gaan dit nie werk nie, as hierdie ouens R200 000 het om mee te werk, gaan dit nie werk nie. Ek sê jissiee, die Covid jare was vir my baie goed, vir my besigheid, omset het 2 en ‘n half keer vermeerder, so ek sit met los geldjies, ek en Cisca (sy vrou) doen alles saam, ek sê kom ons hoor of sy nie ‘n paar randjies vir my het nie, ek bel haar, sy sê ja ons gaan

belasting moeilikheid hê, ek sê gee my ‘n syfer, sy sê R2,5 miljoen, ek gaan na Carel en Andreas en Wilhelm, sê my vrou het haar beursie oopgemaak vir ons. Julle het hierdie ouens klaar gekry om baas te kom kry, maar ek gaan nie laat hulle my vrou se geld weg pee nie, ek het die beste werkswinkel in die hele Transvaal, maar omdat ek nie BEE en sulke goed is nie, kan ek nie vir die staat goed doen nie, maar hierdie goed is piss willy, as iets draai of spin, kan ek dit heel maak. Dit gaan oor geld die hele storie, ons maak ‘n deal, ek sal alles reg maak en run met voorwaarde dat die ouens begin en geld spend en alles nie, toe’t ek gesê die risiko ding maak nie aan my saak nie, geld is ‘n kak ding, ek weet hoe voel dit om dit te he, ook om dit nie te he nie, dit gaan my nie seermaak as die R2,5 miljoen verloor nie, want ek sou dit buitendien an beladting betaal, vir my gan dit anders wees, wie het al die voorreg gehad om belasting-geld, as ek daai geld vat en ek maak pompe reg, op my standard, eksie perfeksie, ek kan organiseer. Hulle het toe nou nie ‘n keuse gehad om ja te sê nie, hulle sê dis reg, ek word toe deel van KDS, die holding company, ek sluit toe aan, dit is die belastingbetalervereniging, dan word ek nou maar deel, om die wetlike aspek reg te hê, toe munisipale werkers daar uit is, ry die ouens met karretjie dam toe, start toe ‘n pomp daar. Ek sien nie neer op mense nie nê, maar as ‘n ou meer tattoos het as arm en hy lyk of hy met ‘n koerant geslaan is, dit se iets van ‘n jong man as sy onderbroek uitsteek. Dis nie ons wereld se mense nie…

QUESTION: So toe julle die besluit maak en jy instem om die geld te gee, toe julle die werk begin doen het, wat was die grootste uitdaging vir jou?
ANSWER: Ek kan doen, ek is nie ‘n dink mens nie, ek dink nie oor konsekwensies nie, ek dink hier is ek, die Here het my hier gesit met vermoe, wat min mense het, ek sê altyd vir die stadsraad mense waarmee ek te doen het, Willie Jones is die slimste mens wat jy al ooit ontmoet het en as jy ‘n leuen herhaal, word dit waar, so hulle sê al vir mekaar Willie Jones is die slimste ou. So die grootste uitdgaing was die teekanting wat ons van die munisipaliteit gekry het en die feit dat die munisipaliteit ons aktief gesabotter het, dit soos De Ruyter nou sukkel met Eskom, ek weet hoe voel hy, hy voel aktief gesaboteer. Daai aand toe die ouens onder is en die pomp aansit en water op pomp boontoe, hulle sukkel want die water wil nie boontoe gaan nie. As ’n motot draai in ‘n motor, kan jy nie sien hy draai teen 1000 rpm nie of 1400 rpm nie, jy kan dit nie met jou oog sien nie. Die ouens van die munisipaliteit het die pompe van Witrand, wat teen 50Hz moet loop, het hulle op 35Hz gestel, hulle het die ding in ons pad gerol. Dis die eerste keer wat ek daarmee te doen kry, om met hierdie groot pompe te werk, dis groot pompe. Daar is nie sein daar nie, so jy kan nie google nie, jy kan nie vra hoe

werk dit of dat nie. Ek het ‘n ongelooflike span, inginieurs, my personeel, mense van die gemeenskap, hulle (die munisipaliteit) is so agterbaks, as jy water teen ‘n helling blaas, soos met ’n strooitjie wat jy blaas dan kan jy sien die water loop op, oomblik as jy jou tong wegvat, loop die water af en om te keer dat dit gebeur is daar ’n. non-return valve en ons kan nie verstaan waarom pomp die water net ‘n rukkie nie en dan loop dit terug,Ek het termiese kameras by die fabriek e nek bring dit toe pompe toe, ek sien toe die pomp spin in eie water, daar is nie genoeg vastrap plek nie, toe besef ek die pomp loop te stadig, so het ons die frekwensiedrywe geprogrameer, klomp goed gedoen, maar weet jy dis lekker, want ons het 14h00 die middag die pompe oorgevat, toe ons begin spook het, daai nag 3h00 toe loop die water uit, toe werk dit. Ek neem toe ’n foto van my en die water wat uitloop en stuur dit vir die hoof van tegnies bo by die dam. Carel hulle het toe die storie met die hofsaak, so hulle is nie betrokke nie, hulle het hull spannetjie, met eie agenda en Vrydag was hulle weer in die hof en dan moet daar water wees, so weet jy, ons het 12h00 Vyrdagmiddag in die hele gemeenskap gehad. So die grootste uitdagings was, die stadraad draai ’n kraan toe onder die grond, dan gooi hulle glasstukke en dan druk ‘n plastiese bottel oor hom en dan gooi hulle grond op, of sit ‘n groot klip op. Jy kan nie glo dat mense so uit hulle pad gaan om hulle eie mense sonder water te los nie.

QUESTION: Het julle ooit met die gemeenskap gepraat, het julle hulle op hoogte gehou?
ANSWER: Die ding is, Carel kom uit ‘n, hy was raadsklip vir die KP gewees, so hy het nog die idee da tons op ‘n eiland is. Ek en Wilhelm, kyk ek braai nie saam met die manne nie, ek kuier nie saam met hulle nie, maar in almal se taal, is steel verkeerd, om sonder water te sit is in almal se taal, in almal se kultuur verkeer en riool wat uitloop is in almal se kultuur nie reg nie. So wat toe gebeur die munisipaliteit verloor aansien, hulle kan vir ses weke nie water voorsien nie, toe vat ons oor die donderdag en daai Vrydag, het almal water so dis nie heeltemal 48 uur nie, dit was 46 uur vandat ons oorgeneem het toe is daar water. Ek moes die gemeenskap aan ons kant kry, hoe doen jy dit? Jy gee hulle water en ons het gery en gesê ouma kom tap hierso water, hoe lyk die water? Klein Willie, want my pa is groot Willie, dit lyk great. Maar die munisipaliteit het ons heeltyd gesabotteer. As die regering hulle mondo op maak praat hulle net van challenges, ek het nie challenges nie, ek kry net oplossings, niks is vir my ’n uitdaging nie. Met die gemeenskap se help, ek moet sê, ek het vir hulle spesiale krane gemaak, spesiale krane, so ek het vir die gemeenskap krane gebou wat as hulle sien die munisipaliteit krap die krane toe met glas en gooi dit met grond toe, kon hulle dit gaan oop grawe en weer oop draai. Die ouens word geintimideer, die ouens in Reagile, dit was vir my

‘n nuwe wereld wat oopgaan. Ek het nie gedink iemand kan so lelik wees nie. Ek he nooit lelik gepraat, ek het nooit gesê kyk hoe goed kano ns dit run en kyk hoe sleg run hulle dit nie. Elke keer, ons gemeenskap kan dit doen. Die rioolwerke is net deur inwoners van Reagile gerun, hulle was my span. Ek het vir elke ou R200 ‘n dag betaal, dan huur ek wheet-eaters en ander toerusting om die rioolwerke skoon te kry. Ek het nooit verwag hulle doen dit verniet nie. Ek het vir ouens ook petrol en toutjies en olie vir die wheateaters gekoop. As die rioolwerke werk, wens ons almal, as die waterwerke werk, wen ons almal. Mense se intensies is nie wat ‘n mens dink nie, om vir jou reguit te se, dis nie die eeste keer wat Carel goed oorneem nie, ek wil nie lelik wees nie, hy sukkel waarskynlik met geldjies, elke keer kom ek agter dan het hulle sulke aksies, dan kom ek agter dis eintlikl ‘n geldmaak storie, ek was bereid R2,5 miljoen in die water te gooi, want hoe meer ek gee hoe meer kom terug na my toe.

QUESTION: Kon jy jou eie besluite neem, oor hoe jou geld uitgegee word, moes jy goedkeuring kry by die ander ouens, hoe het daai gewerk, veral as dit kom by die geld?
ANSWER: oraait, die storie het so geloop, ons het Cisca se geld gehad waarmee ons ge-operate het, in KDS trust was daar R10 000 in wat een inwoners geskenk het en R500 wat ’n ander tannie geskenk het en R50 van ‘n ander. Dit was dit. Ek kon geld vat en regmaak wat moes regkom. Jy sal jou hande saamslaan as jy die volgende hoor, weet jy wanneer het ons kak begin en wanneer het die hele ding ontspoor, toe Carel en Andreas vir Afriforum vra om betrokke te raak. Ek en Wilhelm was baie kwaad daaroor. Ons moes toe ’n radioprogram doen en daar qord vir ons gesê Afriforum help ons hiermee. Ek is naif, ek het dit toe gesê en dis op RSG gewees en toe kom ek agter, Afriforum het R1,6 miljoen in KDS se rekening betaal en daarvoor soek hulle publisiteit, hulle wilk om videotjies skiet, met hulle hemde en hoedjies en hulle stuur die twee laaste maande stuur hulle mense om watermonsters te kom neem. En nou kom sê hulle vir ons hoe om goed te doen, toe kry ek ‘n brief van Kallie Kriel en hulle sê dis ‘n risiko vir Afriforum en hulle kan nie van Afriforum se lede verwag om hierdie knock te vat nie, daar gaan geld wees, want hulle het mos ‘n ooreenkoms gelsuit dat hulle leen (*lean*). Die probleem, wat gekom het, Carel en Andrreas gee toe die aanleg oor aan die regering en daar verbeer ons lean. Ek is nie ‘n regskenner nie, ek is ‘n poephol, ek maak masjiene reg, op die ou einde het Wilhelm so R200 000 en ek R300 000 wat ons ‘n briefie van Afriforum gekry waar hulle sê Andreas en Carel moet die geld terugbetaal en jissou, toe, onthou nou, my rekening, of die totale rekening was R8 miljoen wat aan die regering voorgelê is, ek weet nie wat Wilhelm se Swartruggens se gedeelte was nie, onthou my R2

miljoen het opgeraak in ‘n stadium. Ek het toe rond gebel en gevra vir ander mense, gee vir ons geld en sodra die regering ons vergoed, dan betaal ek jou terug.

QUESTION: Het julle julle geld terug gekry?
ANSWER: Ja, weet jy, dis so hartseer om dit te sê, maar die regering, die mense wat ek nie vertrou nie, het vir my elke sent betaal wat hulle ooreengekom het want die deal was se maar van die tyd tot daai tyd moet ons run en die geld wat betaal is, sal die regering betaal, maar toe is die probleem, daar is ‘n maand of meer as ‘n maand, wat Afriforum en hul spesialiste betrokke was en nou moet daar dit opgeesit word end at opgesit word en die dam moet skoon gemaak word, dit was omtrent R300 000, het Afriforum gesê gee net die R300 000, dis vir die greater good en dis die mense wat my geboor het en dit nê, het vir my en Wilhelm baie die moer in gemaak. Nou kom Carel en sê ons het die regering bloedneus gegee, jy sê dit nie. Luthuli huis sit buitendien ene lek hulle wonde toe ons die ding oorgevat het en dis nie die regte boodskap nie. Ek is nie pro ANC nie, ek is net ’n realis. Op die platteland is ons so afhanklik van mekaar. Mense wil ons in kampe sit.

QUESTION: So Willie jy wou nooit die indruk skep dis die wit mans in die dorp wat almal kom red nie?
ANSWER: Nee, nee. Dis hoekom as ek gepraat het met die media het ek by die rioolwerke dit gedoen, met my span. Dis die beeld wat ek wou laat uitgaan, maar vir Afriforum, was dit nie genoeg nie. Hulle moet die ding afdruk van die wit gemeenskap wat die ding run. Hulle moes nooit Afriforum betrek het nie… dan verander publisiteit mense se persoonlikheid, sy karakter kom uit, sy kak karakter.

QUESTION: Sou jy sê julle het nie ‘n gemeenskaplike doelwit gehad nie? Wat jy wou bereik was anders as wat Carel en Andreas wou bereik?
ANSWER: Ja. As ek en jy heeltyd ‘n probleem het en ons praat nie met mekaar nie, dan word dit da tons glad nie met mekaar praat nie, dan sien ons nie mekaar se punt raak nie. Soos ek wat met die gemeenskap praat, dan besef jy ons is almal dieselfde, hulle soek net skoon water, hulle wil nie riool in die plek laat in loop nie, hoekom wil jy dan munispale werker laat laat toesluit? Wie baat daaruit? Nou dat twee ouens bietjie roem, rykdom en eer gekry het, kyk enige ou kan in ’n wip gevang word met bietjie roem, rykdom en eer. As ‘n ou dit nie doen vir daai redes nie, dis waaroor dit gaan…

QUESTION: Het jy toe julle die diense oorgeneem het, het julle toe al gedink dat jy dit kan gebruik om ’n politieke loopbaan in die munisipaliteit te begin, of het dit eers late gekom?
ANSWER: Nee, ek is nie ‘n bullshitter nie, ek kan nie voor mense staan en kak praat nie… die gemeenskap het gekom met die idee, hoekom doen jy dit nie? Ek en Wilhelm het gepraat, dit gaan baie geld kos, toe besluit ons, kom ons doen dit. Ons het gaan kyk waaroor gaan dit vir die mense in die dorp, dit het R300 000, R400 000 vir ons campaigns. Ons het ook kandidate in elke wyk laat staan, ons het daai ouens se hemde gesponsor, baniere gesponsor, met ons voertuie ger yen met die ouens meetings gehou. Ons plattelandse mense soek net paaie wat rybaar is, skoon water en krag wat heeltyd aan is, die ouens kan it nie vir ons gee nie. Niemand worry daaroor nie, niemand probeer die lewe vir mekaar makliker maak nie, almal kyk wat hulle om hulle gevat kan kry.

QUESTION: Hoe sou jy die kultuur van die KDS beskryf, watter soort governance culture het julle gehad as ek dit so kan stel?
ANSWER: Soos ‘n jellyvis, maar ek en Wilhelm was nie deel van die storie wat die jellyvis in rigtings gestuur het nie.
QUESTION: Hoekom sê jellyvis?
ANSWER: Want wie het direksie gegee, wie het leiding gegee met bestuur van die ding? Ek praat nie met van wie die werk gedoen het nie? Wie het die strategiese beplanning gedoen, wie het na die beeld van KDS gekyk? Wie moes sekere goed doen? Andreas en Carel. So ons het eintlik een of twee keer bymekaar gekom, ons het eintlik een keer bymekaar gekom, met ander mense, Afrifoum was daar ook, in daai vveragdering het dit uitgekom Afriforum gaan die ding dryf, toe dink ek my goeie donner…die ding het net al meer gepoliitiseer geraak, hulle plan is om hulle beul te blaas. As hierdie mense net die eie ek opsy kon laat staan. En wat het Afriforum al reggekry? Op die ou einde het Afriforum alles oorgeneem en twee maande later, daai nuwe rioolplaas wat gebou is, is nou dormant. Daar was geen bestuur gewees nie, Carel en Andreas wat die geldjie van Afriforum bestuur, ek het my geld bestuur en Wilhelm het sy goed bestuur.

QUESTION: So jy het op eie stoom gegaan, jy’t nie gewag dat iemand sê Willie jy moet nou hierdie pompstasie gaan regmaak nie, was jy eintlik maar die naaste aan ’n bestuurder wat hulle gehad het?
ANSWER: Ongelukkig ja, ek was hulle enigste hoop. As ek terugkyk na die hele storie, ek het groot vyande gemaak… ’n spiker wat uitstaan word gehammer. Hierdie dorp sou nie

water gehad het as Caren en Andres se span dinge alleen mos run. Carel kan nie met sy hande werk nie, Andreas dink diee gevaarlikste tool is ’n spanner. Ek het net ingeklim en reg gemaak, daar is nooit vir my gesê wat om te doen nie, maar toe alles mooi reg is en Afriforum is lekker hier ingeskop, so ek gaan net voor en na werk rioolwerke toe, het Afriforum ‘n bestuurder aangestel, hy word betaal uit die geld wat hulle vir Carel gegee het? So watter risiko het Kallie Kriel hulle gehad?

TRANSCRIPTION OF INTERVIEW WITH MEMBER D

QUESTION: Was jy van die begin betrokke by die belastingbetalersvereniging?
ANSWER Toe die BBV gestig is, nou praat ons baie jare terug. Ons het ‘n plekkie gehad in Swartruggens en ons het belastingweerhouding gedoen teenoor die muni. Almal het gese daar

is nie ‘n manier dat dit gaan werk nie en ons het so twee jaar geen geld oorbetaal nie en ons het ons papierspoor was reg en toe besluit ons, toe ko mons met die muni in ‘n ooreenkoms en ons sal besluit ons sal die volgende laat gaan omdat hulle gesê het hulle sal die volgende dienste lewer, toe het ons die oorbetaling gedoen. Ons het ons eie rekening gehad met geld in. So het die BBV, die nasionale vereniging gekom in die Koster gebied. Daarvandaan was ons deel van dit en toe het ons die KDS gestig onder Sakeliga destyds, dit is hoe die hele ding sy ontstaan gehad, maar steeds was ons die dryfveer agter die ding, Koster, Derby en Swartruggens, so dit was maar Swartruuggens, ek het hier groot geword, ek gaan nerens anders heen nie. My kinders is, een is terug die ander een is in die Kaap, so ons is in SA nogsteeds en ons moet vir hulle iets loop. So ons het KDS gehad, ons het mooi geloop, ons het ‘n voortsittende beampte gehad wat bereik was om sy nek uit te steek (verwys na regter Gura), binne sy uitspraak was sekere goed waaraan voldoen moes word end it is waar die ander lede binne die KDS nie aan voldoen het nie, so hy was bereid om voorbeeld te maak van uitspraak, gedink sy hande sal sterk genoeg wees sodat dit ‘n landswye voorbeeld kon gewees het en ja, dit is agv die mense wat nie opgetree het toe daar moes opgetree word nie. Die spyker in die doodskis was gewees die verraad dokument wat geteken is, ek is eerlik, wat geteken is op 17 Maart die nag. As die ander twee partye binne KDS regtig so ernstig was oor dit wat hulle behaal het in die tydperk dan sou hull nie die dokument geteke het die 17de nie, want die 18de moes daar betaling plaasgevind het teenoor die KDS en teenoor die liggame wat werk gedoen het, as hulle ersntig was sou hulle die 19de ‘n aansoek gebring het sodat daar goed opgeskryf kon word sodat KDS betaal kon geword het en hulle onderteken so net na 11H00 die dokument, die wonderlike was gewees ons was in Koster gewees die middag en ek het die voeltjies hoor fluit en ek vra toe vir Carel wat nou. Hy se neee daar is nie ‘n manier nie, ek stuur toe ‘n stemboodskap dat 20h00 gaan hulle op die nuus wees dat hulle ‘n ooreenkoms met KDS aangegaan het (hulle, Andreas en Carel het saam met afvaardiging van provinsie), toe daai ding deurkom, Willie het my laat weet, ek se toe vir daai twee mense ek wil in my lewe nie weer met hulle praat nie, onthou julle het dit geteken, Swartruggens was buite, want ek was nie daar nie. So Koster en Derby het geteken, Swartruggens nie. So laat dit wees soos wat dit wil, maar ons sal aangaan soos ons wil en nou ken jy die geskiedenis van die gemeenskap, toe die venster oopmaak vir kandidate vir plaaslike verkiesing en dit is hoekom ons gestaan het as onafhanklikes en ons het gedoen in drie weke se tyd wat politieke partye nie kon nie.

QUESTION: Toe daai saak gebring is, kom ons gaan net terug, wat was die mate van konsultasie tussen julle en KDS, was daar ’n duidelike pan, was daar ’n duidelike riglyne uiteengesit van hoe julle te werk sou gaan?
ANSWER: Daar was ’n vergadering gewees een vergadering, dis waar Victor betrokke was, wat die rioolwerke kom opgradeer het. Victor, Willie en ek het mekaar ontmoet gehad op ‘n ander manier, ek het geweet hierdie outjie het kapasiteit, hy’t goeie werk gedoen. Dit is regtig van uitstaande gehalte, dit was enigste vergadering. Ons het maar gewerk op fone en gese dis volgende krisis, mekaar gebel en gese Andres die voortsittende beampte het gese die volgende dinge moet gedoen word en dis nie gedoen, hoekom is dit nooit gedoen nie, want dis mos jou werk. Ons is daar om met ons hande te werk, julle is daar om binne die reg te kopnsentreer waar maak mense foute, dis mos nie op die eind evan die dago ns werk om vir ‘n prokureur te sê dis wat gedoen moet word nie, ons kan mos nie die opdraggewer wees nie, as jy ingestem het om dit namens die gemeenskap te doen, is jy mos jou eie opdraggewer, is jy daar om te besluit hell, as ek nie water het nie, as my bure ook nie water het nie, wat gaan osn doen? Kom ons gaan maak die pyp self eg. So daar was nooit ’n oordonnering nie, ek en Willie het gedoen wat ons hand gevind het om te doen, dit was ons opdrag. Eer, roe men rykdom het geslaag in hierdie proses, want bewoon, bewerk, bewaar het nie geslaag nie, maar gelukkig in Swartruggens het bewoon, bewerk, bewaar geslaag.

QUESTION: Het jy miskien aanvanklik gevaarligte sien flikker, of het dit mettertyd so begin raak soos wat die media begin aandag skenk het en daar na julle gekyk is as hierdie ligpunt van munisipale verval en kom ons doen dit self, dink jy dit het na hulle koppe gegaan?
ANSWER: Dit het na hulle koppe gegaan, ons het daarop geroem dat ons ’n uitspraak gekry het, ‘n uitspraak is gekoppel aan voorwaardes, wat help ‘n uitspraak as die voorwaardes nie aan voldoen word nie. Ons in Swartruggens en Koster, toe dit gekom het met die krag afsny, ons het vooruit betaalde krag, hier is ’n kontrakteer wat aan ons krag voorsien, as ‘n gemeenskap het ons Eskom hof toe gevat, ons is sovel jare later en ons het nou nog nie ‘n uitspraak gekry nie, dis nog alles hangende goed. Daai man het mos geld gekry en hy moes gsorg het dat daar ‘n uitspraak op skrif is. Dit is waar die hele storie ‘n begin gehad het.

QUESTION: Wie was die, was daar ‘n duidelike chain of command, was daar ‘n persoon in beheer, wat opdragte uitgedeel het?
ANSWER: Nee, daar was niemand wat bevele gegee het nie. Ons het ‘n oppdraggewende prokureur gehad, ons het hom opdragte gegee binne doel wat ons wou bereik.

QUESTION: Het julle deurgans met die gemeenskap, hoe belangrik was dit vir jou om met die mense te kommunikeer wat die hof beslis het, wat sou gebeur as julle die dienste oorneem?
ANSWER: Kyk, kommunikasie met ‘n gemeenskap is seker een van die belangrikste dinge wat daar is. ‘n ingeligte mens is ‘n rustige mens, ;mn ongelukkigde mens is ‘n moeilike mens, solank mense weet waarheen ons beweeg en wat is die gevare wat voorle is hy vrywillig binne die ding. Dit is die gemeenskapsbelang, hulle het vertroue in jou gestel, omdat jou mond groot is en jy makliker kan praat omdat jy niee bang nie, is dit soveeel beter as iemand wat halfpad gaan weghardloop, maar diee gemeenskap moet voluit saam met jou stap, hulle moet nie halfpad omdraai nie.

QUESTION:Dit was nie ooit ‘n uitgangspunt dat julle net vir die meer gegoede deel van die gemeenskap dienste sou lewer nie, so net vir die witmense nie?
ANSWER: Nee, want dit is mensee, Ons bloed is mos almal rooi op die einde van die dag.

QUESTION: Was daar sou jy sê, wanneer daar struweling was, as julle nie kon saamstem nie, hoe het julle dit hanteer, was die effektief hoe julle julle onderonsies hanteer het?
WR: Ek dink omdat ons van drie dorpe gekom het, het ons nog eintlik outonoom gefunksioneer, so daarr was nie, die enigste ding wat ons gesamentlik gehad het, was ons opdraggewende prokureur wat ons regtig, ja.Weereens, die prrokureur is my skuld. Ek het die oordeelsfout gemaak, ek aanvaar dit ten volle, ek het nie gedink dit sou gebeur nie, toe eer, roem en rykdom nav re tree, toe is dit heeltemal. In Parys het hy dieselfde probeer het dit nie gewerk nie, sy bastion raak al kleiner. Geld het meer werd geword as dit wat ‘n gemeenskap se belang is.

QUESTION: Veerduidelik vir my wat is die geld kwessie daar, was dit ‘n twispunt? Wat het gebeur daar?
ANSWER: Ek sal gou vir jou inkleur met die storie van Afriforum, toe hierdie uitsprak gekom het, het ons gesit en sê maar hier gaan geld nodig wees om die ding te bedryf en bestuur want uit ondeervinding weet oons wat dit is. ‘n Raadslid in die dorp (Swartruggens) hetnog nooit gestop end it reggemaak nie, ons as gemeenskap het dit gedoen. Dan kom hulle Sondag van die kerk verby gery, nie gestop en se dankie dat julle dit doen nie, ons het ddit steeds gedoen. On sweet wat kos goed ook. Hy as raadslid het sys alaris ontvang en op

verhog gestaan en mense belieg oor wat hy gedoen het, toe gaan ons na Afriforum toe. Die incoop van Afridorum, myself en Andreas het vir Kallie Kriel gaan sien en gevra gee ons ’n sagte lening wat ons aan jou sal terugbetaal na hierdie goed aan die ngang is, ons het ook an ander ouens gegaan, boerevernigings ens. Op die ou einde van die dag kom Afrriforum ‘n geleentheid binne hierdie ding en stig toe pionier, wat hulle verlengstuk sal word om muni’s te beheer en te bestuur, wat ‘n verleentheid geword het. Hier is pionier mense, toe die nag toe hierdie ouens die verraadsdokument geteken het, was daar ’n 23ste datum waaraan hulle soou moes voldoen het om geld te lewer, heeltyd die doelpale te skuif. Hulle het toegelaat dat die doelpale geskuif is, hulle is die ouens wat die meeste geld verdien het want onthou die hele proses om hof toe te gaan het jy ‘n prokureur ken adv nodig, hoeveel meer keer ons hof toe gaan, wen hulle, met koste of nie. Die 23ste datum, toe vat Pionier oor in Koster, want hulle het dit reg gestruktureer sodat Carel en Andreas nie meer in beheer was nie, ek het gese geen manier dat dit in Swartruggens gaan gebeur nie. Toe se ek as julle dan Pionier wil gebruik, is dit julle verantwoordelikheid. Ek ontrek my uit KDS uit in sy totaliteit.

QUESTION: As ons nou praat oor die geld, is daar nie duidelik gepraat daaroor nie? Hoe het julle daaroor gekomminukeer met mekaar?
ANSWER: Almal was reg gewees om hierdie proses te help dra en toe hulle, Andreas en Carel die besluit gemaak het om Pionier te laat inkom en hulle kom in met hulle groen hempies in geewaltz, en se hulle is nou in beheer, toe gee dit ‘n wrang smaak in almal se monde, want toe gee dit die boodskap kyk hoe goed is ons, kyk hoe wonderlik is ons. Afriforum kon in 20 wat ook al, toe ons Eskom hof toe gevat het, kon in 2017, ek vir hulle gevra rig ons in die proses, hulle kon niee eeers tot vandag toe my geantwoord het op my vraag. Ons as gemeenskap het die saak gewen, nie gekoppel aan Afriforum of ‘n TLU, nie. Alles was in plek, toe kom hierdie ouens hier aan. Die hartseer is, daai manner word nou nog geld geskuld, die mense met grooen hempies word nou nog geld geskuld. Die skade daardeur is baie groter, in jou tesis gedeelte, kyk na ‘n mens van hart, wat bewoon, bewerk, bewaar, solank dit gaan oor geld, moet ouens dit regtig nie probeer nie.

QUESTION: Daar was ook die idee dat as private burgers betrokke is, gaan daar beter met hulpbronne omgegaan word, maar toe is daar ‘n gejaag na geld?
ANSWER: Ja, dis wat gebeur het.

QUESTION: Wat is die grootste les wat jy geleer het uit hierdie situasie uit?

ANSWER: Ek dink ‘n mens het gesieen, die mense wat eerlik is rondom die proses, is nog die mense wat staande is. En nogsteeds die werk doen en dit is lekker om saam met hierdie mense te werk. Dit laat my terug dink aan Moses by die riviere n almal draai om en gaan terug na Egipte en daar gaan die rivier oop en almal loop droogvoet deur, ons moet glo, dis wat ons moet doen.

QUESTION: Het jy daai tyd dit oorweeg om die politiek te betree?
ANSWER: Nee, nee. Dit is ‘n les wat geleer word. ‘n Ou weet nooit waarom kom iets oor jou pad nie. Dit is ’n leerskool.

QUESTION: Wat was die groot faktor wat die besluitneming van die KDS die meeste beinvloed het?
ANSWER: Ons was elkeen in ons eie rigting. Hulle het die regter en die gemeenskap in die tande geskop, maar dit help nie om vingers te wys nie, want dan gaan ons oordeel end it mag ons nie doen nie. Geen skeiding van magte, ons het gedoen soos ons wou. Ons het gewerk, nie nodig dat iemand vir ons se hoe nie. Ons, ek en Willie, verstaan hoe om aan ‘n graaf te vat en hoe om dit te los. Ons was nie daar vir die fotografie en dinge nie, dit gaan mos nie oor wie ek is nie.

QUESTION: Wat was die grootste struikelblok?
ANSWER: Ek dink ons het goed gewerk, die struikelblok was ons vennote, a partnership is a sinking ship en ons het maar op die harde manier geleer dis die waarheid.