

THE INFLUENCE OF TRADITIONAL WATER GOVERNANCE ON
MAINTENANCE AND DECISION-MAKING: A REVIEW OF THE ROYAL
BAFOKENG ADMINISTRATION WITHIN THE JURISDICTION OF
RUSTENBURG LOCAL MUNICIPALITY, NORTH WEST.

by

Vinolia Maricia Manuel
Student Number: [REDACTED]

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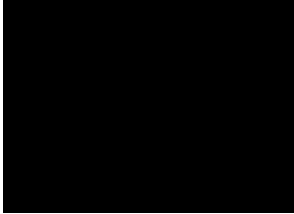
Supervisor: Linda Downsborough

Co-supervisor: Bimo Nkhata

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I, Vinolia Maricia Manuel, hereby declare that the thesis submitted for the Master of Philosophy in Integrated Water Management to The Independent Institute of Education (The IIE) is my own work and has not previously been submitted to another University or Higher Education Institution for a postgraduate qualification.



Vinolia Maricia Manuel

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Finally, I would like to thank my Lord and Saviour Jesus Christ for guiding me through this journey. It was your grace and mercy that has kept me going. Thank you for your favour each day of my life.

DEDICATION

This thesis is dedicated to my mother, Belinda Desiree Manuel, for her endless love, support, and encouragement.

ABSTRACT

Researchers in the field of water resource management have argued the importance in recognising the inclusion of traditional water management structures in rural areas of South Africa. In light of water management and supply to rural communities, they argue that the failure to incorporate and acknowledge features of these traditional water management structures could result in the undermining of governments capacity to achieve specific objectives set out by the national water act. However, due to the newly recognised role of these traditional water management institutions, perspectives have not adequately addressed the influence that these traditional institutions have on water management.

The focus of this study was to specifically determine the influence that traditional water governance has on maintenance and decision-making within the jurisdiction of the water services authority (Rustenburg Local Municipality) and how this can lead to improved water governance in rural areas. In order to achieve improved water governance, one needs to understand the relationship between traditional and local government water management institutions. The main research question was to determine the influence that traditional water governance has on decision-making and maintenance in water management. Without an understanding of how traditional water governance influences maintenance and decision-making, improved water management and supply will not be possible in rural areas. Therefore, the aim of the study was to review the current relationship between the Royal Bafokeng Administration and Rustenburg Local Municipality and how it influences the maintenance and decision-making on water management and supply to the rural areas within the jurisdiction on Rustenburg Local Municipality.

The study was qualitative, with in-depth semi-structured interviews and documentary analysis used to determine the relationship between the two institutions. The research aimed to identify the most significant factors in achieving improved water governance in

water management through the in-depth interviews. 13 people from the Royal Bafokeng Administration and the Rustenburg Local Municipality took part in the interviews.

The outcomes of the study revealed that there is a lack of communication between the institutions concerning decision-making and maintenance of the shared wards. It was also revealed that the institutions have been operating in silos despite having an MOU in place and therefore negatively affecting shared services in the shared wards. It was further that the influence of traditional water governance within the context of the case study of the Royal Bafokeng Administration and that of the Rustenburg has a strong influence on decision-making and maintenance within the shared wards as it affects water management negatively due to the lack of collaboration.

Keywords: Traditional water management structures, traditional water governance, local government, maintenance and decision-making, improved water governance

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ABBREVIATIONS

AGM	Annual General Meeting
CLRA	Communal Land Rights Act
CMA	Catchment Management Agencies
DWS	Department of Water and Sanitation
HOTL	House of Traditional Leaders
IDP	Integrated Development Plan
IWRM	Integrated Water Resource Management
MOU	Memorandum of Understanding
RBA	Royal Bafokeng Administration
RBH	Royal Bafokeng Holdings
RBI	Royal Bafokeng Institute
RBN	Royal Bafokeng Nation
RBS	Royal Bafokeng Sports
RLM	Rustenburg Local Municipality
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Water Services Provider
WUA	Water Users' Associations

CHAPTER 1: INTRODUCTION

1.1 Overview

The importance in recognising the inclusion of traditional water management structures in rural areas of South Africa has been argued by researchers in the field of water resource management. In light of water management and supply to rural communities, they argue that the failure to incorporate and acknowledge features of these traditional water management structures could result in the undermining of governments capacity to achieve specific objectives set out by the national water act. The purpose of this study was to identify the influence that traditional water governance has on the maintenance and decision- making processes in water management. The study's objective was to investigate the influence of traditional water governance on maintenance and decision making in water management through reviewing the water management systems utilised by The Royal Bafokeng Administration within the Rustenburg Local Municipality Jurisdiction. The central question that underpins this research is, does the inclusion of traditional water management structures in shared services with local government lead to improved water management and supply in rural areas?

This chapter comprises of seven sections. This chapter starts with a broad introduction to the study followed by an introduction to traditional/indigenous governance systems. This is followed by some background information on the Royal Bafokeng Nation and the Rustenburg Local Municipality. The research problem, research aim, and the research questions are then presented, and the chapter concludes with an outline of the structure of this thesis.

1.2 Introduction

Water governance encompasses a wide range of issues such as how formal institutional frameworks affect water circulation, as well as everyday discussions, controversy, and sensitivity between stakeholders (Wilson, Harris , Nelson , & Shah, 2019). These dynamics are rooted in geographical and cultural circumstances, as well as institutional choices and management approaches. Indigenous governance refers to the understanding and customs of governing that indigenous peoples use to organise themselves in both formal and informal institutions (Wilson & Inkster, 2018). Indigenous government refers to the various approaches under which these communities have or continue to govern themselves amid colonialism (Wilson & Inkster, 2018). Diverse individuals and tribes exist, many with their own culture and knowledge of natural systems, and that can be distinctive from one another. As a result, there are several shared qualities, such as wisdom originating from a unique connection to the land, being passed from generation to generation, and frequently incorporating tradition, practices, and values. Therefore, indigenous peoples are frequently encouraged to participate in water decision-making through collaborative water governance frameworks (Gadgil , Berkes, & Folke, 1993). While collaborative governance models are implemented by bringing public and private stakeholders together in shared decision-making processes, they were established to replace top-down and adversarial modes of policymaking and governance (Ansell & Gash, 2008).

Governments frequently fail to recognise Indigenous water rights and authorities in a meaningful way. Instead of acting as governments aiming to assert territorial sovereignty, Indigenous peoples are acting as 'stakeholders' experiencing systemic discrimination and continuous exclusion from political and economic power resulting in continued systematic oppression (Simms , Harris, Joe, & Bakker, 2016). The study investigated how traditional water governance influences the maintenance and decision-making on water management and supply to the rural areas within the jurisdiction on Rustenburg Local Municipality. In this study, the relationship between the Royal Bafokeng Administration and the Rustenburg Local Municipality was used as a case study in order to determine

whether the inclusion of traditional water management structures in shared services with local government will lead to improved water management and supply in rural areas.

1.3 Background

The Royal Bafokeng Nation is a collection of about 100,000 Setswana-speaking people who live in 29 villages and peri-urban regions on their ancestral land. The term Bafokeng comes from a time when they lived in an area where there was a lot of dew (phoka). “Baphokeng” was their moniker which over time evolved into Bafokeng. Each Mofokeng (singular) is a Bafokeng (plural) because he or she belongs to one of the 72 Makgotla, or clans. Each clan is commanded by a Kgosana, who is assisted by his wife and a group of Makgotla-based office-bearers (Thinkshoppe, 2012). Seventy-two traditional chiefs work together and make up the Council of Dikgosana. There is a Traditional Council, which is made up of a group of 18 elected and appointed leaders. This is the council in charge of developing directives for the nation's policy. These leaders serve for five years and represent diverse regions of the Royal Bafokeng Nation (Thinkshoppe, 2012).

The Royal Bafokeng Nation boasts the following institutions: Royal Bafokeng Institute (RBI), Royal Bafokeng Sports (RBS), Royal Bafokeng Holdings (RBH) and the Royal Bafokeng Administration (RBA). The Royal Bafokeng Nation function within the framework of the Constitution of South Africa but is a legal entity in its own right. The Royal Bafokeng Nation is capable of contracting, acquiring debts and responsibilities and owning land. It also fulfils certain local, provincial and national government functions. These functions include municipal, road and social infrastructures in their tribal area. (Rustenburg Local Municipality, 2017)

Pitso ya Kgotha-Kgothe, at a higher level, is a communal meeting where governance occurs, it is a bi-annual general meeting which is open to all adult members of the Royal Bafokeng community. Other customary institutions include the “Lekgotla la Dikgosana”, (Figure.1) which includes the traditional court, the supreme council and Bogosi (the King) (Hagg & Kanyane, 2018). The Kgosi sits at the top of the entire hierarchical institutional framework and exercises governance roles in close collaboration with a Supreme Council.

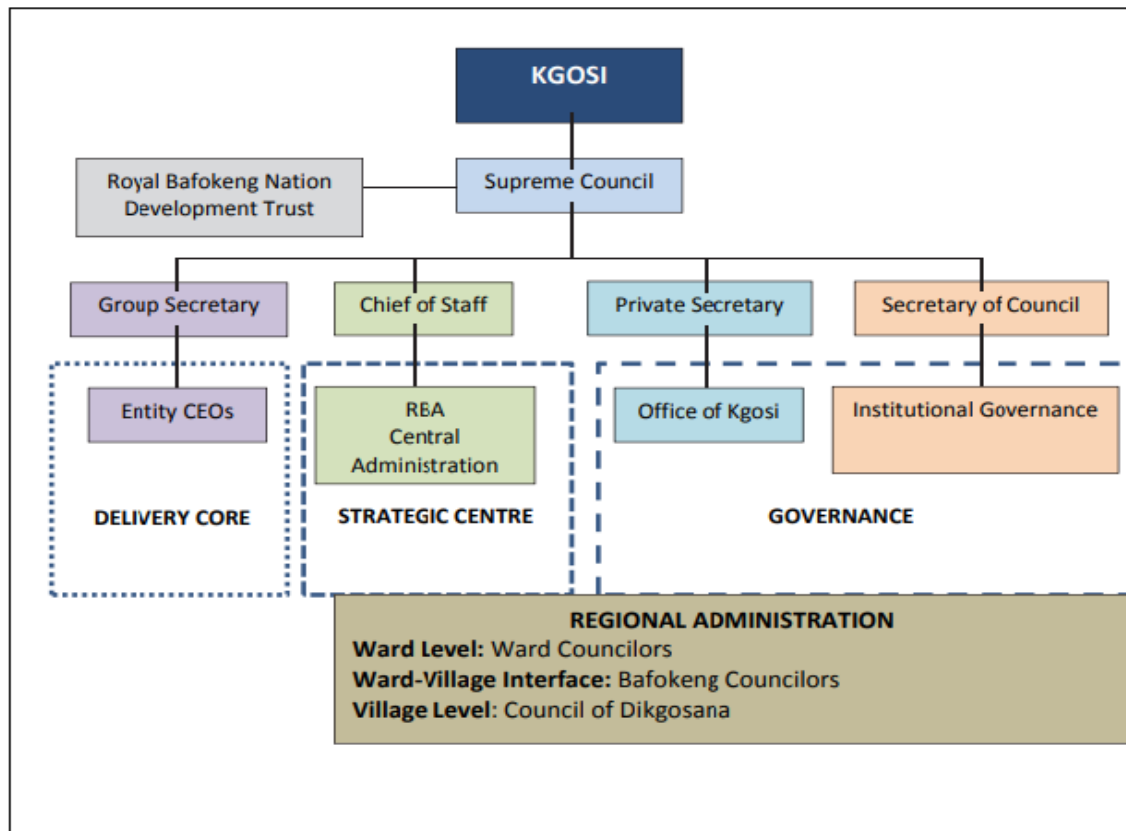


Figure 1: Royal Bafokeng Traditional Leadership Governance and delivery framework (Tapela, 2015)

The Royal Bafokeng Administration is a completely established third administration entity that is responsible for the managing of community-based projects and programmes. The administration operates legally within certain parts within the jurisdiction of Rustenburg Local Municipality. The administration provides social and infrastructure services to the community.

The Rustenburg Local Municipality consists of 45 wards and is located in the Bojanala District Municipality, North West. Three administrative organisations function within the jurisdiction of the Rustenburg Local Municipality or part thereof namely the Bojanala Platinum District Municipality, the Rustenburg Local Municipality and the Royal Bafokeng Administration. (Rustenburg Local Municipality, 2017)

Rustenburg Local Municipality provides services in 38 wards as the water service authority as well as shared services (provision of water) in seven wards with the Royal

Bafokeng Administration. The Royal Bafokeng Administration functions independently of Rustenburg Local Municipality therefore the municipality does not render services on their behalf. The Royal Bafokeng purchases water in bulk from Rand Water and Magalies Water Boards. Water is subsidised by the Royal Bafokeng Administration by up to 60% to the entire Royal Bafokeng nation. (Rustenburg Local Municipality, 2017)

1.4 Research Problem

The Rustenburg Local Municipality has the legal and constitutional authority to govern the Bafokeng community. With a broad regional and national legislative framework, the municipality is responsible for service delivery and development. The Bafokeng leadership is responsible for culture and identity problems, and may be assigned duties for specific services, according to Chapter 12 of the Constitution.

According to Hagg & Kanyane, (2018) some of the problems faced by the Bafokeng leadership are that although a municipality can attain additional grants from the national government, such funds are not accessible to traditional leaders. This resulted in lower revenues, which then lead the Bafokeng leaders to revisit their memorandum of understanding with the Rustenburg Local Municipality and provincial departments to sustain service delivery. In addition, informal settlements are affecting the allocation of water to the Royal Bafokeng nation negatively as they are situated within the Royal Bafokeng Administration's jurisdiction therefore also benefit from the water allocation for the Royal Bafokeng nation. This affects the water management and supply to these areas for both Rustenburg Local Municipality and the Royal Bafokeng administration as they share services in these areas.

Water is critical for economic development and social wellbeing, so improved water governance involves understanding the social, economic and institutional associations between reducing poverty and guaranteeing access to safe water. Therefore, the aim of this research is to investigate the influence of traditional water governance on maintenance and decision making in water management through reviewing the water management systems utilised by The Royal Bafokeng Administration within the

Rustenburg Local Municipality Jurisdiction. This research will identify the most significant factors in achieving improved water governance in water management through surveys and interviews.

1.5 Research Aim

The aim of the study was to review the current relationship between the Royal Bafokeng Administration and Rustenburg Local Municipality and how it influences the maintenance and decision-making on water management and supply to the rural areas within the jurisdiction of Rustenburg Local Municipality. Without an understanding of how traditional water governance influences maintenance and decision-making, improved water management and supply will not be possible in rural areas.

1.6 Research Objectives

The key objectives of this study were:

- a) To assess the effects of traditional water governance on decision-making and maintenance.
- b) To identify the water management systems employed by RBA.
- c) To assess the relationship between RBA and RLM.
- d) To determine community involvement in decision making.
- e) To determine the role of traditional water governance in water management.

1.7 Research Questions

My central research question was as follows:

What influence does traditional water governance have on decision-making and maintenance in water management?

In light of this, I sought answers to the following sub-questions:

1. What water management systems does the Royal Bafokeng Administration utilise?
 - How sustainable are these systems?
 - What are the challenges?
 - Do all communities have access to potable water?
2. What is the relationship between Royal Bafokeng Administration and Rustenburg Local Municipality regarding maintenance and decision-making of water management and supply?
 - What are the challenges?
3. What is the attitude of the communities towards maintenance and decision-making?
 - Are communities happy with service delivery?
 - Are communities involved in decision-making?
 - Is infrastructure being maintained?
4. Is there a role for traditional water governance in water management?
 - How can relationships be improved between the Royal Bafokeng and Rustenburg Local Municipality?
 - How can shared service delivery be improved?

1.8 Thesis Structure

This thesis is divided into seven chapters.

Chapter one outlines what the research topic entails. It presents the main aim/ question and sub questions of the research. It also provides a background to the study by identifying the gap in the literature, which this research will fill regarding traditional water governance and the influence it has on water management.

Chapter two covers literature which is relevant to the research, it summarises four main themes; namely, water governance, traditional water governance, improved water governance and integrated water management. It also covers previous research relevant

to the research topic to give a summary of what has and still needs to be done regarding decision-making and maintenance.

Chapter three provides a description of the study area by highlighting the location and geography of the study area. The chapter highlights the structure of the Royal Bafokeng Nation and the roles and functions of the Royal Bafokeng Administration regarding services and infrastructure development.

Chapter four describes the overall design of the research as well as outlines the methods which were employed to collect data related to the research topic. The chapter describes data collection methods and instruments used which were face-to-face interviews as well as primary and secondary documentary analysis. Techniques used to analyse the data are also outlined in this chapter together with ethical considerations.

Chapter five presents the findings of the research. These include narratives and quotations from the interviews conducted with participants as well as primary documents provided from institutions used to support findings.

Chapter six discusses the findings of the study in light of the main research question. It provides a summary as to what extent the findings support and add to the literature review presented.

Chapter seven concludes the study based on discussions and the research findings in chapters five and six. The chapter also identifies limitations to the research and makes recommendations for future research as well as recommendations for policy, traditional governance structures, and municipalities.

The next chapter discusses the literature review.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to outline how the understanding of traditional water governance has developed over the past few years with literature that addresses the key issues, which are relevant for this study. A literature review's goal is to place the research study in context, ascertain what previous academics/ researchers have written on the subject, and identify the primary models and ideas that are pertinent to the research study.

While the primary goal of a literature review is to unpack information about the research topic, it's also to find any relevant material that might help improve the study (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014). Therefore, the main themes that are of significance in this research are water governance, traditional water governance, improved water governance, integrated water management, decision-making and maintenance in water management systems.

2.1 Water Governance

Water governance refers to the various political, social, economic, and administrative processes in place to develop and govern water resources as well as the provision of water services at all levels of society (Moench, Dixit, Janakarajan, Rathore, & Mudrakartha, 2003). Water governance, to put it another way, is a set of systems that govern decision-making in the development and management of water resources. As a result, water governance is considerably more concerned with the process of decision-making (i.e., how, by whom, and in what circumstances decisions are taken) than with the decisions themselves (Moench et al., 2003).

Water governance entails the development, implementation, and oversight of water policies, legislation, and institutions, as well as the clarification of government, civil society, and private sector roles and responsibilities in connection to water resources and services (Batchelor , 2007). The outcomes are determined by how stakeholders react to

the rules and functions that have been given to them. Furthermore, because the water sector is a component of broader social, political, and economic dynamics, actions made by actors outside the water sector have an impact on it.

Planning the framework for work and ensuring that it is completed is what governance is all about. Improving water management requires good governance. Water management is defined as the actions to analyse and evaluate resources, as well as measures designed and implemented to preserve the resources in a favourable condition (Pahl-Wostl, 2009). While water governance is defined as a social occasion that helps to control the progression and utilisation of water resources and services, as well as making recommendations towards a desirable outcome and away from an unfavourable condition, according to Pahl-Wostl, (2009).

The inability of Water Services Authorities (WSA) to provide adequate water for impoverished and marginalised communities, negligence to water policy and infrastructure, and failure to manage conflicting requirements among socio-economic demands and the environment are all examples of water governance deficiencies. Water governance is influenced by the governance setting as well as specific institutions. Transparency, accountability, participatory techniques, gender equity, and availability of information are all important aspects of good governance (Rogers & Hall, 2003).

Since the 1998 Water Act, South Africa has moved from the conventional top-down approach to a more bottom-up approach by applying important water management restructurings. This includes the decentralisation of decision-making which results in increased stakeholder participation (Jonker, Swatuk, Matiwane, Mila, & Ntlok, 2010). Therefore, it is important to arrive at important structures and forms of water governance in South Africa (Jonker, Swatuk, Matiwane, Mila, & Ntlok, 2010). Water governance needs balance and collaboration across a complex matrix of organisational, delegative and cooperative governance practices. However, the very nature of water, demands that government retains ultimate responsibility.

Miranda, Hordijk, and Molina, (2011) explain the different approaches to water governance, the authors suggest that understanding the underlying values and approaches can foster a consensus building for the reconfiguration of water governance. As a result, water governance is considerably more concerned with the process of decision-making than with the outcomes themselves. It's usually about political decisions about where water should flow, the norms, regulations, and laws that should underpin those decisions, who is best equipped or competent to make those decisions, and what kind of society future those decisions support. It is just as much about formal institutions and practices that exert authority as it is about the informal institutions and processes that do so. Furthermore, in academic and decision-making circles, water governance is frequently treated and implemented in terms of what it should be rather than what it is (Moench, Dixit, Janakarajan, Rathore, & Mudrakartha, 2003).

Traditional leadership positions are generally mostly concerned with land management rather than water governance. The latter is frequently secondary to land governance rather than essential. The precise role and participation of traditional leaders in the three sectors of government, particularly in local administration, is not often clear despite their constitutional protection and recognition (Tapela, 2015). Therefore, traditional leadership cannot, therefore, adequately represent the multiplicity of primary stakeholders in water governance, which include marginalised gender groups and water-linked ecological habitats within traditional rural communities. The importance of the traditional leadership institution, on the other hand, cannot be overlooked as they have great authority over water issues, including the allocation of resources and the resolving of disputes (Malzbender D. , Goldin, Turton, & Earle, 2014).

2.2 Traditional Water Governance

The senior traditional leaders in a system, are typically the kings/queens and chiefs/chieftainesses, and their roles can only be inherited. The chief and chieftainess elect the headmen and sub-headmen, who are primarily responsible for monitoring community activities and providing input to the chief/chieftainess. Traditional systems of governance characterised most forms of administration and government in rural

communities before colonisation and Apartheid in South Africa (Malzbender D. , Goldin , Turton , & Earle, 2005). Traditional leaders were in charge of managing natural resources like water, as well as other responsibilities like settling conflicts and awarding land. Cultural traditions and customary regulations largely influenced these functions (Kapfudzaruwa & Sowman, 2009).

However, there are no mechanisms in place in the new democratic system to officially recognise old governance systems (Kapfudzaruwa & Sowman, 2009). Despite the fact that traditional leaders are recognised by the South African Constitution (Sections 211-212), legislation does not expand their authority and powers in terms of water management. Customary water management systems, practices, and legislation are not officially recognised by the NWA. Furthermore, the legislature has the authority under Section 211(2) of the Constitution to repeal existing customary law applied by traditional leadership.

According to (Faysse , 2005), the necessity for people-oriented management in water resources management gives water management organisations an opportunity to share ideas with the local population. However, attempts to involve communities in decision-making have frequently resulted in accusations and counter-allegations between the Department of Water and Sanitation and municipalities about community water resource management. According to the DWS narrative, towns do not plan appropriately for water supply and are intrinsically inefficient (Weaver, O'Keeffe, Hamer, & Palmer, 2017).

Municipalities, on the other hand, assert that they welcome changes and are eager to re-allocate water for many uses, not only residential ones. The DWS, on the other hand, is less interested in delegating its responsibility to other entities, preferring to keep control over water allocation (Weaver, O'Keeffe, Hamer, & Palmer, 2017). Other authors such as (Sithole & Mathonsi , 2015) reaffirm this belief, arguing that there is a strong understanding within municipalities that there is a significant distinction between political pledges and concrete service delivery concerns, with water service delivery falling under the municipalities' authority.

Amoateng & Makoae, (2007) conducted a study on the role of traditional leadership in public service delivery. The study suggests that traditional rulers should not be left out of the planning phase of projects at community level. South African traditional leaders in general claim that they are local government due to their historical role played, and continue to play, by the institution in many African societies. There is a great deal of inconsistency in the administrative structure of traditional leadership across South Africa extending from those that are highly classified to those that are centred on collaborative decision-making. Indigenous peoples have traditionally lacked a voice and had minimal participation or representation at higher political levels in order to influence or sanction water protection, regulation, and enforce legislation on customary lands (Bradford, 2016).

Traditional leadership is recognised in the National Constitution, and regulations such as the Water Services Act of 1997 and the National Water Act (NWA) of 1998 offer explicit rules on municipal and catchment management agency water governance functions. Traditional leadership structures' duties, on the other hand, remain ambiguous and subject to debate. The Traditional Leadership and Governance Framework Act, National House of Traditional Leaders Act, Traditional Courts Bill, and the recent suspended Communal Land Rights Act (CLRA) of 2004, which gave Traditional Councils extensive authority, are all unresolved debates. As a prerequisite to defining traditional leadership's functions in water governance, there is a need to have precise understandings of the institution (Tapela, 2015).

The relevance of strong traditional leadership structures for water governance must not be underestimated, as they have the ability to either enhance or destroy water governance. This necessitates the implementation of effective methods for constructively collaborating with this institution rather than marginalizing it, as well as an honest assessment of the merits and drawbacks of integrating this institution at different levels and stages of water governance (Tapela, 2015).

2.3 Improved Water Governance

The function of governance in the management of water resources and the water sector is particularly crucial for shaping the mindset that we must meet the demands of the economy and society in water supply. Demographics, lifestyle, education, customs, healthcare, and sciences, as well as societal attitudes regarding water conservation and protection, are all drivers of overall water use. All of the above constituents, on the other hand, are the outcome of society's political environment, as well as the legal and ethical frameworks that it has established. Batchelor , (2007) suggests that water policies and actions must be coherent with political leadership. Institutions must take robust accountability at various levels.

The improved water governance approaches also suggests that water institutions should reflect on all potential water users and sectors and their linkages with, and influences on, the traditional water sector. Achieving good water governance cannot be started at a fast pace using blueprints from outside any given county or region. Improved water governance needs to be developed to suit local conditions. Incremental improvement and flexibility are key (Batchelor, 2007). New restructurings do not have to be implemented in an inclusive or integrated way. However, they do have to be practical and doing a few things well to validate that new methods work, is both realistic and likely to produce public and political support (Batchelor , 2007). The literature covered in (Krchnak, 2011) suggests how increased public participation and access can improve water governance.

Ten requirements for good water governance were identified by the Global Water Partnership. The World Water Assessment Programme modified these ten principles to establish eight elements of good governance (Rogers & Hall, 2003). Water governance directs, facilitates, and improves effective and long-term water management and availability. Legislative, organisational, and administrative action, as well as IWRM (Integrated Water Resource Management), are all required for effective water governance.

Table 1: The World Water Assessment Programme principles of good governance adapted from (Rogers & Hall, 2003)

Principles for effective water governance	
Participation	All citizens, both male and female, should have a say in policy and decision-making, either directly or through intermediary organisations. Local and national governments must take an inclusive approach to ensure broad involvement.
Transparency	Within a society, information should flow freely; processes and choices should be available to public review. The right to have access to this data should be indicated clearly.
Equity	Men and women from all levels of society should have equal opportunity to enhance their health.
Accountability	Governments, the commercial sector, and nongovernmental organisations all need to be accountable to the public or the concerns they represent.
Coherence	Considering water concerns are becoming increasingly complex, policies and decisions must be cogent, consistent, and simple to comprehend.
Responsiveness	Institutions and systems must accommodate all stakeholders and adjust appropriately to changing preferences, demand, and other situations.
Integration	Multidisciplinary and integrative methods to water governance should be enhanced and promoted.
Ethics	Water governance must adhere to the ethical standards of the culture in which it operates, such as honouring traditional water rights.

Many governments are also working to improve policy alignment, acknowledging that several policies outside the water sector can have a significant impact on water demand and use levels and patterns (e.g. agricultural, trade and energy policies). These changes necessitate improvements to water governance systems, such as improved stakeholder communication, greater vertical and horizontal information exchange among stakeholders, dispute resolution at various scales, and planning procedures based on a shared vision among key stakeholders (Batchelor , 2007).

IWRM (Integrated Water Resource Management) has been identified as a promising means of allocating water where many, sometimes conflicting, users are present (Saravanan, McDonald, & Mollinga, 2009). The National Water Act of South Africa (1998) likewise incorporated the concepts of IWRM. Water User Associations (WUAs) are one of the primary organisations driving IWRM since they are designed to provide local stakeholders a say in the distribution and management of this vital public asset. WUAs, on the other hand, have largely failed in South Africa, and are subject to review at the national level. Emerging black farmers and rural communities, for the most part, still do not have equal access to water or a significant voice in decision-making, while municipal consumers face major supply and allocation challenges (Orne-Gliemann, 2008).

The misalignment of policy frameworks on the ground is not unique to the South African context. Bureaucratic implementation procedures between and within government departments enhance the problems in implementing policy. The majority of planning, for example, takes place at the provincial and national level, where institutional information is held, with little participation from the local community (Voß & Smith, 2009).

The political nature of water management at the local level must be acknowledged, together with a clear identification of the parties involved, if improved water management techniques are to be implemented. Strengthening a formalized local government system without acknowledging traditional and informal forms of leadership, as well as existing power dynamics that drive local water governance, may have little impact (Voß & Smith, 2009).

2.4 Integrated Water Resource Management

The NWA (1998) acknowledged the importance of establishing appropriate water management institutions in order to accomplish effective water management. Water management institutions such as Catchment Management Agencies (CMAs) and Water Users' Associations (WUAs) are defined explicitly in the Act (Figure 2). The NWA's goal was to establish a CMA in each of South Africa's 19 Water Management Areas (CMA's operational areas). Within the framework of the South African National Water Resource Strategy, the goal of establishing a CMA was to delegate water resource management to the regional or catchment level and to involve local populations (Mwenge-Kahinda , Meissner , & Engelbrecht , 2016).

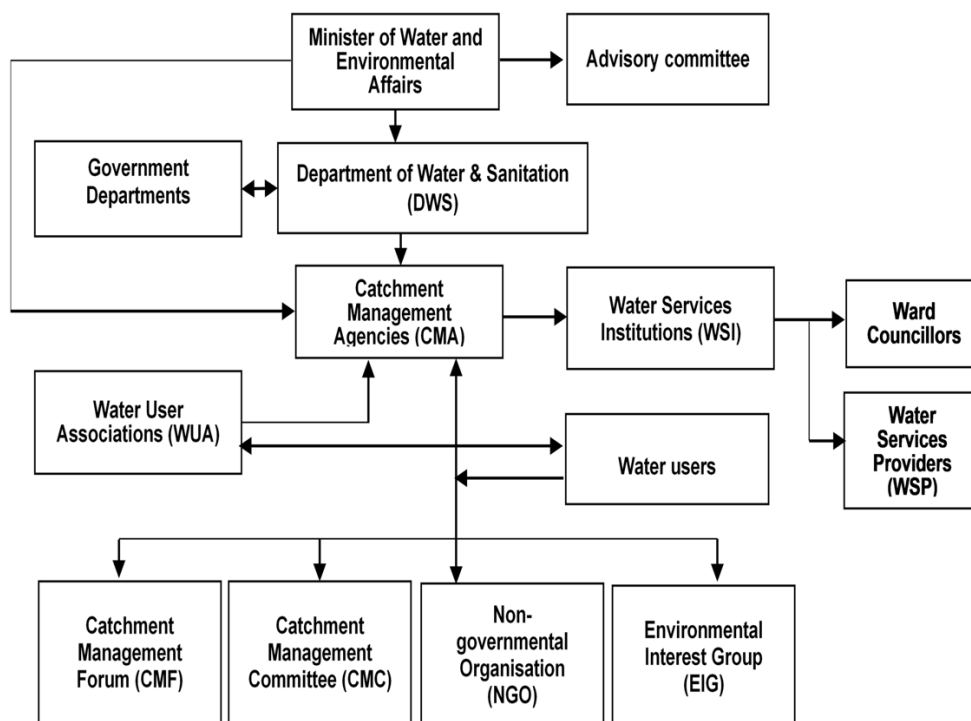


Figure 2: Water Management Institutions in South Africa (Makaya, et al., 2020)

According to its catchment management strategy, the CMA manages water resources within its defined water management region. Catchment Management Committees and Catchment Management Forums are part of the CMA and promote community participation in a water management region. A WUA is a collection of water users, such

as irrigators, who collaborate financially, technically, and through their resources in order to operate and maintain water systems. Individual water users who want to engage in water-related activities for their own profit might create cooperative associations through WUAs (Makaya, et al., 2020).

Integrated water resources management, on the other hand, aims to manage water resources in a holistic and comprehensive manner. As a result, it must analyze water resources from a variety of perspectives or aspects. Following consideration of these numerous elements, appropriate judgments and arrangements can be made (van der Zaag & Savenije, 2014). As a result, Integrated Water Resources Management takes into account the entire water cycle, including all of its natural characteristics, as well as the needs of water consumers in various sectors of society or an entire region. Decision-making would entail the integration of many objectives when practicable, as well as an exchange or prioritisation of these purposes where applicable, by carefully considering them in an informative and transparent manner, in accordance with society goals and restrictions (van der Zaag & Savenije, 2014).

Malzbender, Goldin, Turton, & Earle, (2014) explore different systems including traditional systems of water management that promote the goals of integrated water resource management. These researchers argued that traditional leaders have a significant role to play in tapering the gap between policy and its practice. In addition, they argued that there is adequate data on the ground to recommend integrating traditional systems of control and management of water into formal structures that are provided for by the National Water Act. Claassen, (2015) reflects on the development and implementation of integrated water management in South Africa, which also includes the implementation of institutional roles and functions.

2.5 Decision-making and Maintenance

Lautze, de Silva, Giordano, & Sanford, (2011) examine different interpretations of water governance and conclude that governance is defined as the mechanisms involved in decision-making; decision-making processes are carried out through institutions (such as traditions, systems, and mechanisms); and decision-making procedures and organisations involve multiple actors. They do so by relating governance to the decision-making processes and institutions, rather than the decisions' outcomes.

Any form of prioritisation method involving water resources that involves more than one decision maker suggests that disputes may arise. Furthermore, issues faced by municipalities in large cities, such as population increase, prolonged droughts, irrational water use, a lack of planned maintenance, and insufficient operation and maintenance of distribution and treatment systems, contribute to the decision-making burden. In order to minimize losses in the management of water networks, and thereby enhance natural resource supply and reduce environmental implications, it is vital to make the right judgments in the implementation of preventive and reparatory operations (Trojan & Morais, 2012).

Externalities exist in water management decision-making because of various interlinkages between diverse factors, each of which influences the benefits and costs of different options. An integrated strategy to water management is required to manage such a scenario. Rural settlements would have to be included if rural areas were to be included. The public must be consulted on preferences in terms of sequences of options through time, and the problem is to communicate complicated concerns to the public in a simple fashion so that a meaningful response may be obtained (Carmichael, Forsyth, & Hughes, 2001). The challenging question of whether and to what degree public perception should be addressed in long-term strategic decision-making is embedded within such refining. There are still doubts about the logic of simplifying difficult problems, such as comprehensive water management, and trying to present these concerns to the public to determine perception of the public (de Lange & Kleynhans, 2006).

The Traditional Leadership and Governance Framework Act of 2003 fills this gap in describing how traditional leaders should participate in the realisation of developmental local government ideals and goals as not much is stipulated in the Constitution. Section 5(1) of the Act obliges both national and provincial governments to encourage partnership between Municipalities and Traditional Councils. The Municipal Systems Act of 2000 entrusts elected leaders, especially Ward Councillors and Committee members, with the duty of meeting community members quarterly to give updates on progress with implementation of development programs and projects. In addition, it is obligatory for elected leaders to guarantee that communities participate in budget preparation, integrated development planning, and performance management, strategic decision making concerning the delivery of municipal services and passing by-laws.

The Royal Bafokeng Administration uses the Kgotha-Kgothe as a mechanism to gather community response and boost community decision-making (Cannon, 2010). However, in 2009, it was reported that local participants at the village level did not feel that Kgotha-Kgothe (or the AGM) was a place to voice their concerns or participate. They also felt compelled to listen to reports meanwhile they could not speak openly about their frustrations. Grievances about Kgotha-Kgothe show that elements of socio-cultural constructs that militate for equity among the Bafokeng continue to constrain democratic participation in decision-making platforms, contrary to good intentions by traditional leadership (Cannon, 2010). The Bafokeng traditional leadership, subsequently adopted an adaptive approach to democratic governance, in the form of Dumela Phokeng. This adaptation strengthens the resilience of the unfolding institutional framework. Unlike Kgotha-Kgothe, which is top-down and meets once a year, Dumela Phokeng involves King Leruo Molotlegi and key RBA representatives weekly visiting and consulting all 29 villages at the beginning of each year (Cannon, 2010).

2.6 Concluding Summary

This chapter highlights the theories that were employed to develop the study's conceptual framework. The main themes that are of significance in this research are water

governance, traditional water governance, improved water governance, integrated water management, decision-making and maintenance in water management systems. This links to the research as the literature presents the concept of water governance and traditional water governance. It then highlights how integrated water management leads to improved water governance. It also touches on decision making and maintenance and the mechanisms employed by the Royal Bafokeng Nation. This is significant in showing the link between how these themes contribute to good water governance and the inclusion of traditional water governance and ultimately how it influences water management. Therefore, for the purpose of this study the interpretivist paradigm was used in order to understand the participants views regarding the influence that traditional water governance has on decision-making and maintenance. This study was based on a qualitative approach with the use of in-depth interviews and documentary analysis which are some of the methods used by this paradigm to gain a more comprehensive grasp of the research objectives. The next chapter presents the study area where the research was carried out.

CHAPTER 3: STUDY AREA

3.1 Introduction

This chapter outlines the study area; this is the shared wards between the Royal Bafokeng Nation within the jurisdiction of the Rustenburg Local Municipality. It also gives a brief description of the geography and location of the area and highlights the structure of the Royal Bafokeng Nation. This chapter also describes the role and functions of the Royal Bafokeng Administration and infrastructure development.

3.2 Location and Geography

The North-West Province, which also forms part of the border between South Africa and Botswana, includes the Rustenburg Local Municipality. With a total area of 116,180 km², the North-West Province is made up of four District Municipalities and twenty-one Local Municipalities. Bojanala District Municipality includes Rustenburg Local Municipality. With a total geographical area of 3,423 km². Moretele Local Municipality, Local Municipality of Madibeng, Kgetlengrivier Local Municipality, and Moses Kotane Local Municipality are the other municipalities that make up the Bojanala District Municipality.

The Royal Bafokeng Nation (RBN), the region's traditional tribal group, is a significant player in Rustenburg Local Municipality's RBN encompasses roughly 1500 square kilometers of territory to the north of RLM. The community consists of 150 000 people living in 29 villages which are divided into 5 regions (Rustenburg Local Municipality, 2017).

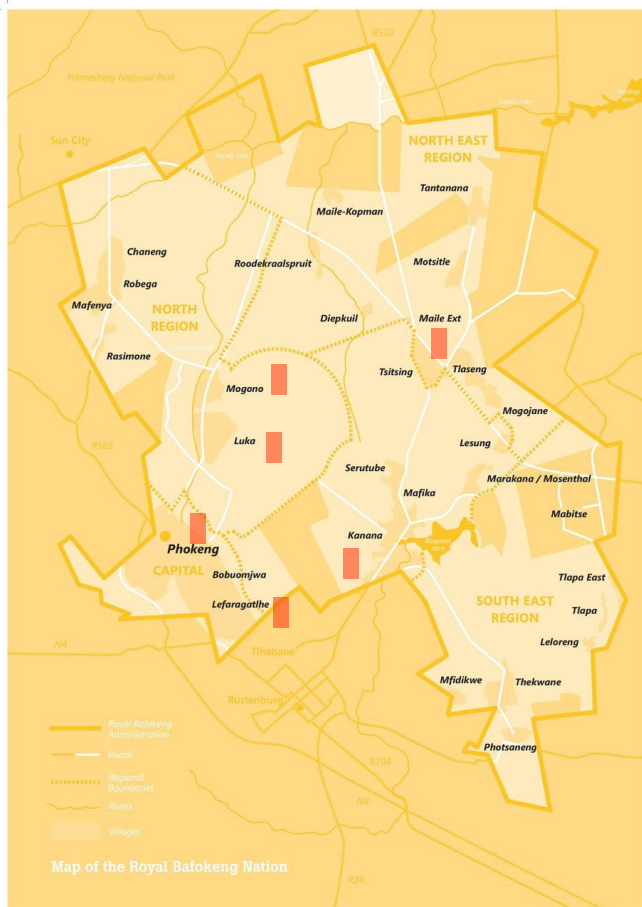


Figure 3: Map of the Royal Bafokeng Nation (Thinkshoppe, 2012)

The study area selected for this research are seven wards (indicated in red, Figure 3) where services are shared between the Royal Bafokeng Administration and Rustenburg Local Municipality. The wards are formal Settlements falling under the Royal Bafokeng Nation, situated within the jurisdiction of Rustenburg Local Municipality namely:

- Luka West (Ward 3)
- Luka (Ward 4)
- Lemenong (Ward 5)
- Phokeng (Ward 6)
- Lefaragatlhe (Ward 7)
- Sunrise Park (Ward 22)
- Maile (Ward 26)

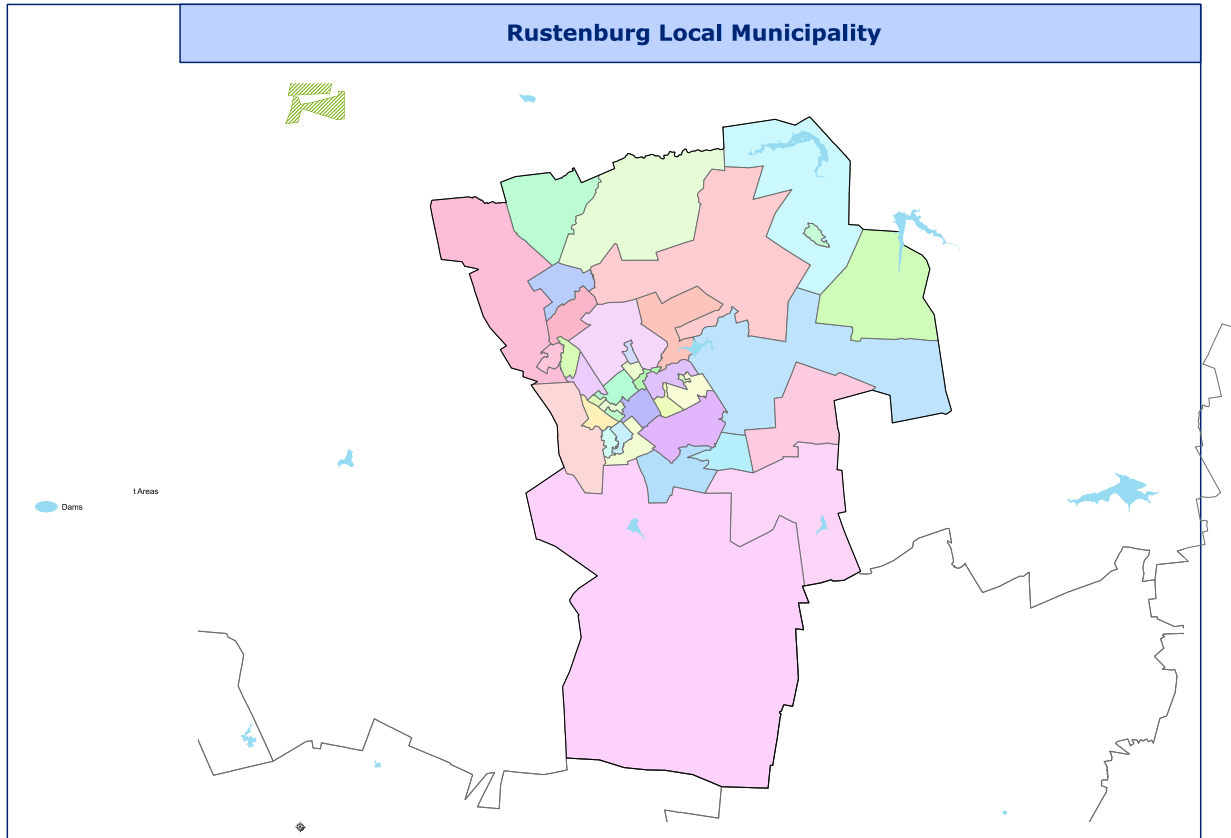


Figure 4: Rustenburg Municipal and Ward Boundaries

3.3 Structure of the Royal Bafokeng Nation

A variety of structures have been put in place to ensure that the Bafokeng people's interests are executed (Figure 5). In order to tightly link conventional and administrative operations, the Central Administration serves as a central point for strategy, integration, coordination, compliance, and good governance. In terms of fiscal and governance considerations, the Central Administration offers administrative oversight to all Royal Bafokeng Nation Institutions (KgotheKgothe, 2012).

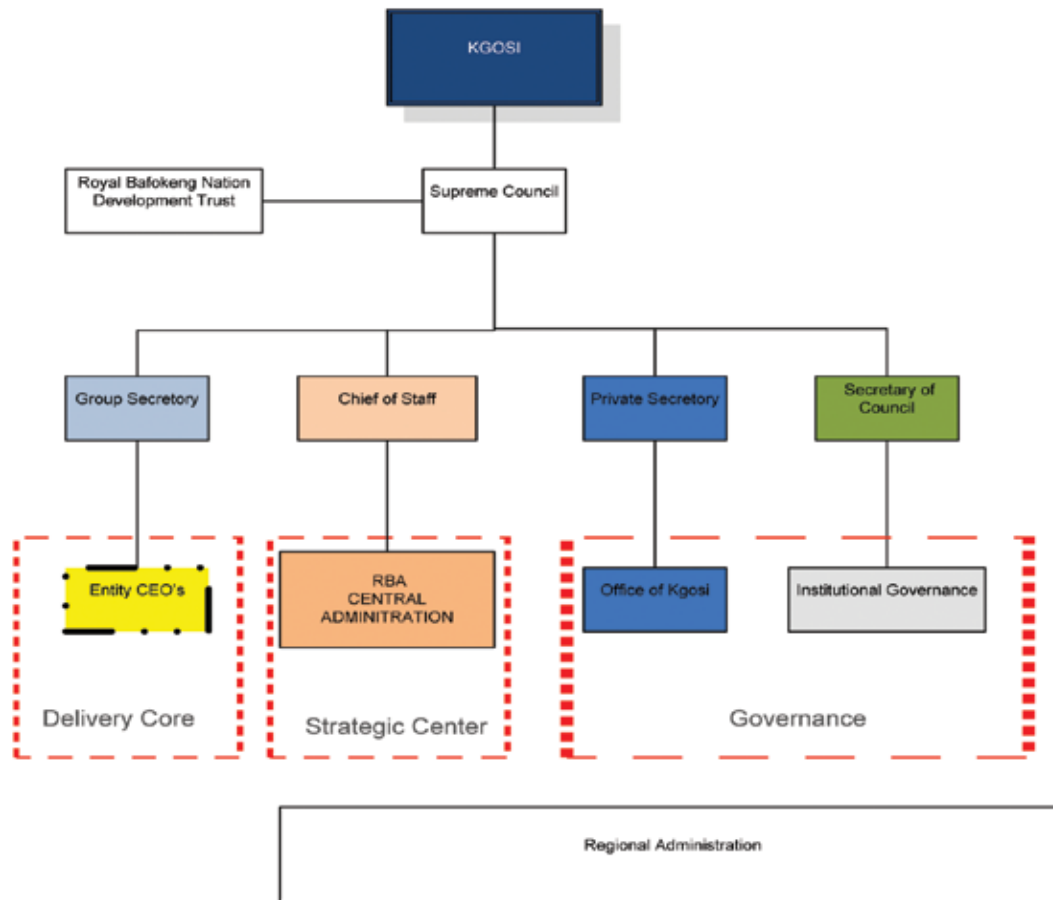


Figure 5: Structure of the Royal Bafokeng Nation

The Group Secretary gives guidance to multiple institutions in accordance with the mandate, but must also operate with transparency and impartiality to preserve the RBN's, shareholders', and employees' interests. The supreme Council secretary assists the supreme Council in performing its governance responsibilities. In respect to the supreme Council, the Traditional Council, and the Council of Dikgosana, the secretary ensures that the RBN governance structure and community by-laws are effective, enhances Council management, along with statutory and non-statutory committees. The office of Kgosi is led by his private secretary (KgotheKgothe, 2012).

3.4 The Royal Bafokeng Administration

The Royal Bafokeng Administration is a confluence of public and private organisations. They are required to work together to supplement the state's efforts in order to improve the quality of life of the Royal Bafokeng Nation. It differs from the Greater Rustenburg municipality in that it buys water from the Rand Water Board and Magaliesburg Water in bulk. The Royal Bafokeng Administration provides a 60 percent subsidy on water to the whole Royal Bafokeng nation (Thornhill & Selepe, 2010). The functions and units of the administration include:

- Public Service Management
- Infrastructure development and maintenance
- Land and agriculture development
- Research
- Health and Social Development
- Arts and Culture Development
- Sport Development
- Shared Services Functions

3.5 Infrastructure Development

Due to the Royal Bafokeng Nation being an independent entity, they are able to operate services independently of the Rustenburg Local Municipality. This means that the Administration is self-sufficient and does not require the municipality to provide services on their behalf. Therefore, the Royal Bafokeng Administration is able to provide services such as electricity and develop infrastructure such as schools, roads, and clinics.

3.6 Concluding Summary

This chapter highlighted the selected study area. The location and geography of the study areas were outlined, and functions of the Royal Bafokeng Administration were presented. The infrastructure development was touched on including the structure of the Royal Bafokeng Nation. The next chapter presents the research design and methods used in this study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The purpose of this study was to identify the influence that traditional water governance has on the maintenance and decision- making processes in water management. This chapter outlines the research paradigm, approach, design, data collection methods, data analysis, limitations, and the ethical considerations applied during this study. Parameters employed to ensure trustworthiness before, during, and after the collection of data are also addressed in this chapter.

4.2 Research Paradigm

Thomas Kuhn, a historian, is credited with coining the term "paradigm." It is defined as a collection of principles and directives which determines what is to be researched, how research should be carried out, and how findings should be presented for scientists in a particular field (Bryman, 2012). Paradigms are more commonly referred to as research traditions or worldviews in the social sciences. What's important to remember is that researchers adopt a specific technique of researching phenomena relevant to their subject by adhering to a particular paradigm or research tradition. Knowing what paradigm or tradition you subscribe to as a researcher is crucial because it dictates what topics are worthy of examination and what techniques are required to produce acceptable answers to these questions. The positivist, interpretivist, and critical realist traditions are the three prominent research traditions (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014).

4.2.1 Interpretivist/Constructivist Research

The interpretivist paradigm was used for this study. The interpretive researcher tends to depend on the participants' views of matters being studied and recognises the influence on the research of their own background and experiences (Mackenzie & Knipe, 2006). Considering that the goal of interpretivist research is to gain in-depth understanding, it frequently necessitates the researcher spending many hours in direct contact with those

being studied, in order to understand how they experience daily life and what is meaningful and relevant to them.

Interpretivists rely on qualitative research to get a comprehensive grasp of multiple realities. Qualitative research is a research technique that prioritises words above numbers (quantification) in data collecting and analysis. Interpretivist scholars seek to investigate reality subjectively; thus, they employ methodologies that are sensitive to context and will aid them in gaining a thorough understanding. Focus groups, in-depth interviews, ethnography, and narrative inquiry are all examples of these methodologies (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014).

Therefore, for the purpose of this study the interpretivist paradigm was used in order to understand the participants views regarding the influence that traditional water governance has on decision-making and maintenance. This study was based on a qualitative approach with the use of in-depth interviews and documentary analysis which are some of the methods used by this paradigm to gain a more comprehensive grasp of the research objective.

4.3 Research Method

4.3.1 Qualitative Approach

Qualitative research is the orderly inquiry into public occurrences in natural situations. These occurrences can include, but are not limited to, the manner in which people experience aspects of their lives (Teherani, Martimianakis, Stenfors-Hayes, Wadhwa, & Varpio, 2015). It includes how people and/or groups act, the functionality of organisations, and how collaborations shape relationships. In qualitative research, the researcher is the main data collection tool. The researcher studies the reason for the occurrences of events, what transpires, and what those events mean to the participants in the research. Constructivist researchers believe that there is no single reality, but that the researcher elicits participant's views of reality. Qualitative research commonly draws on constructivist

or post-positivist beliefs (Teherani, Martimianakis, Stenfors-Hayes, Wadhwa, & Varpio, 2015).

The discovery of themes that are open to the researchers' interpretations is a weakness of qualitative research, as opposed to quantitative studies whose study variables and sub-variables were predetermined before data collection. It should be emphasised that depending on several aspects, such as how they are feeling at the time, their socioeconomic status, and other outside influences, people may interpret the same item in different ways in some circumstances. Generalisability is another flaw, and qualitative research frequently note that one of their study's weaknesses is the use of small sample sizes. The capacity of the study results to yield comparable outcomes using the same procedures and under comparable conditions is one of the key characteristics of research (Mwita, 2022).

Therefore, a qualitative research method was best suited for this study as this form of data collection draws on the interpretivist/constructivists beliefs. In light of the purpose of the study, a qualitative approach was used to collect data through interviews and documentary analysis in order to understand how the participants from both institutions feel about traditional water governance and the role it plays in water management.

4.4 Research Design

4.4.1 Case Study Research

Case study research is consistently described as a flexible type of qualitative inquiry best suited for a comprehensive, holistic, and in-depth investigation of a complex issue (phenomena, event, situation, organisation, program individual or group) in context, where the boundary between the context and issue is unclear and contains many variables. Case study research encompasses a spread of topics and purposes however, the essential requisite for employing case study stems from one's motivation to illuminate the understanding of complex phenomena. Primarily exploratory and explanatory in nature, a case study is employed to realise an understanding of the problem in real-life

settings and recommended to answer how and why or less frequently what research questions (Harrison, Birks, Franklin , & Mills, 2017). Therefore, the case study research design was selected to help identify the influence that the selected institution has on decision-making and maintenance of water management in order to gain a comprehensive understanding regarding water management systems of the shared services communities.

4.4.2 Sample Size and Collection Method

4.4.2.1 Sample Size

The goal of qualitative research is to gather "rich information" through exploring the spectrum of thought and diversity of viewpoints. As a result, the number of participants needed is determined by the nature of the study and how many are necessary to answer the research questions (Guest, 2006). Because generalisability isn't what you're after, the focus is usually on sample adequacy rather than sample size. As a result, the appropriateness of sampling is frequently justified by the attainment of "saturation," which is utilised by researchers as a quality indicator (Bowen, 2008).

A total of 13 people were interviewed during the research process (Table 2). When data saturation was reached, the search for new participants came to an end due to redundancy of the data.

Table 2: Description of Participants (Source: Fieldwork)

Participants	Institution		Shared Wards
	RBA	RLM	
Water Manager	1	1	
Ward Councillors	-	7	1,3,4,5,6,7,26

DiKgosana	2	-	4,5
Expert Interviewee	-	1	
Water tanker Driver	1	-	
Total Participants	4	9	

4.4.2.2 Sample Collection Method

For the purpose of this study, the Judgement/Purposive sampling method was selected. This method is also known as selective or subjective sampling which relies on the judgement of the researcher when selecting participants (Ben-Shlomo , Brookes, & Hickman , 2013). This method was selected due to it being time-and cost-effective and it would result in a range of responses which are useful in qualitative research. Interviews were conducted with key individuals from the Royal Bafokeng Administration and government officials from Rustenburg Local Municipality including ward councillors and Dikgosana. These individuals were selected due to the limitations of COVID19 on engaging face to face with member of the communities as people were not comfortable in participating in interviews. The individuals acted as representatives of their respective organisations and as the voice of the communities in these wards affected by the shared services.

4.5 Data Collection Methods

In research it is critical that the data approach enables a researcher to reach the study's targeted objectives, as stated in the research aim and question that has been posed. Likewise, the method chosen to gather data influences what conclusions the final report will convey. Field research and non-reactive or unobtrusive research are the two primary qualitative data collecting categories. To guarantee the validity and reliability of a qualitative study, it is essential to make sure the data collection, analysis, and

interpretation procedures are aligned with the research aim and topic (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014).

4.5.1 In-depth Interviews

An in-depth interview is a qualitative data collection method that allows a researcher to ask participants questions in order to learn more about their perspectives, opinions, and beliefs on a particular topic (Busetto , Wick, & Gumbinger, 2020). Interviews are a type of interaction in which the main goal is to gather information through open-ended questions. Interviews are useful sources of information because they allow you to comprehend and grasp the significance of participant's responses to specific questions, provided they are handled appropriately. In-depth interviews also enable you to ask a participant to elaborate on a point she or he is making or to offer a more extensive explanation of, say, her or his perspective on a specific issue you have posed (Busetto , Wick, & Gumbinger, 2020). The primary data collection method in this study was in-depth interviews (ANNEXURE 6).

Before the commencement of interviews, research approval was first sought from IIE MSA. The process involved the submission and defence of the research proposal to the IIE MSA Research and Postgraduate Committee. Upon approval, ethics clearance was also granted. In addition, research approval was sought from both Rustenburg Local Municipality and the Royal Bafokeng Administration. This was done through the submission of an explanatory statement and consent forms as well as an independent researcher application to the Royal Bafokeng Administration (See Appendices 2 and 3 for copies of these documents). Approval was received in writing from both institutions (See Appendices 4 and 5 for approval letters). Upon approval of the research, liaison officers were assigned from both institutions to assist in communicating with the relevant government and traditional officials required for data collection.

Interviews started with the water managers from both institutions in order to get an understanding of current operations and relationships (See Appendix 6 for a sample copy of one of the interviews). Then ward councillors were interviewed from the Rustenburg

Local Municipality, these represented the voice of the community as well as DiKgossana from the Royal Bafokeng Nation. Amongst these were also an expert interviewee that has been both the liaison between the two institutions for 3 years and an expert in local government for 25 years. In addition, a water tanker driver working for the Royal Bafokeng Administration was interviewed with the intent of identifying how often water was supplied to these areas and the problems faced. The interviews were conducted in English either by means of face-to-face, telephonically, or virtually. The structure of the questions asked in these interviews were dependant on who was interviewed and based on the nature of the information received during these interviews while taking into consideration the objectives of the study. Consent was obtained verbally as well as through the signing of consent forms for participation in the study. An audio recorder was also used to capture the interviews which were between 15 to 30 minutes in length.

A total of 13 people were interviewed. Once data/ thematic saturation was reached, interviews were concluded. Typically, this means that data should be gathered until there are no more surprises in the data and no new patterns or themes emerge (O'Reilly & Parker, 2012).

4.5.2 Primary and Secondary Documents

A primary source is one that provides direct or first-hand evidence regarding an event, item, person, or piece of art (Indiana University, 2010). Charts, diaries, interviews, pamphlets, letters, audio and video recordings, pictures, speeches, and other primary documents are examples (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014). Information that has been evaluated, commented on, analysed, or processed is found in secondary sources (Indiana University, 2010). Secondary sources include textbooks, interpretative journal articles, encyclopaedias, biographies, dictionaries, dissertations, and so on (du Plooy-Cilliers , Davis , & Bezuidenhout , 2014).

Government documentation such as the Section 78 of the Municipal Systems Act, ACT 32 of 2000, requires that a local authority undertake a two-phase assessment when

deciding on appropriate mechanisms to provide municipal services. The Royal Bafokeng Administration feels that only then would they know whether they are capacitated to act as a WSP. The MOU between Rustenburg Local Municipality and Royal Bafokeng Nation, the Masterplan Vision 2040 from Rustenburg Local Municipality, the IDP (integrated development plan), WSDP (Water Service Development Plan) were used to obtain primary data. In addition, professional journals, and books were used to obtain secondary data related to the study. These documents were selected as they contain background information as well as a broad range of facts, making them useful for contextualising the literature review and study area of this research.

4.6 Data Analysis

Qualitative content analysis is used to investigate and uncover overt and covert themes and patterns in a text. Qualitative content analysis focuses on unique themes that demonstrate the variety of the phenomenon's meanings rather than the statistical significance of the frequency of particular texts or concepts. Inductive or deductive qualitative content analysis can be performed (Zhang & Wildemuth, 2009).

Applying theory to the facts to test the theory is often what deductive, or a priori, analysis entails. This method of data processing is referred to as "top-down." This frequently entails giving the data predefined codes in qualitative analysis. The codes may be generated as purely organisational tools, or they may be constructed using theories, concepts, or the researcher's own assertions (Bingham & Witkowsky, 2021).

Contrarily, inductive analysis employs a more emergent approach in which the researcher reads the data and permits codes to form or labels concepts in the same way. It uses more "bottom-up" analysis tools. There are variety of techniques for inductive analysis, but some of the most prominent options include open coding (often referred as initial coding), in vivo coding (codes generated from participant' own words), and continual comparative analysis (Bingham & Witkowsky, 2021).

For the purpose of this study, an inductive qualitative content analysis was selected as it reflects often observed trends in qualitative data analysis, making it a quick and easy technique to analyse qualitative data.

4.6.1 Data Preparation

With the authority and consent of the participants, notes and recordings were taken during the interviews. Transcription is the initial phase in data analysis, and it entails thorough examination of data through repeated diligent listening (and/or watching). This familiarity with data, as well as paying close attention to what is really there as opposed to what is expected, can aid in the development of realizations or ideas that arise during analysis (Bailey, 2008). Recordings from the interviews were transcribed and coded.

The transcription process involved transcribing the interview audios to a text-based version of the original audio recording, allowing the systematic arrangement of data for analysis. The crucial, high-quality information required for analysis was included in a summary of a verbatim transcription, making it easier to read. Although repetition and irrelevant conversation were cut out, and certain lines were modified, the dialogue is still recorded. A few verbatim quotes were also included. Clear links were then established between the research objectives and the summary findings derived from the raw data.

4.6.2 Coding Units

Coding is a form of labelling which involves linking the data of the research topic to other data. Therefore, the transcripts were coded manually using Inductive coding, also called open coding. This method creates codes based on the qualitative data itself (Bailey, 2008). The raw data was analysed line by line and the codes were sorted into categories to see how they fit into the coding framework. A thematic analysis method was used. Thematic analysis is a sort of qualitative data analysis that looks for themes in text by looking at word meanings and sentence structure. Thematic analysis was used as it aids in identifying which themes occur frequently in the data (Maguire & Delahunt, 2017).

The coding framework included words and phrases highlighting the relationship between the institutions, community participation, decision making and maintenance including the influence RBA has on these. The most common themes were identified and interpreted in light of the aim and key research objective of the study. The first theme, decision-making, briefly outlined how decisions are being made in the shared wards. This includes the sub-themes silo management, Memorandum of Understanding, communication, the Section 78 process, and community participation. The second theme, maintenance, outlines what water management systems are currently being utilised by the Royal Bafokeng Administration. This includes the sub-themes accessibility, infrastructure maintenance, service delivery, and water complaints. The third theme, traditional water governance, outlines the perspectives of the community, officials from the Royal Bafokeng Administration and Rustenburg Local Municipality around the concept of traditional water governance.

Quotes were used from participants. Alphanumeric references were assigned to each participant (Table 3). The number represents the ward of the participant, for example, WC6 makes reference to the ward councillor of ward 6. This doesn't apply to the water managers, the number just represent the relevant institution. The data was then summarized to provide meaning and relevance to the research topic under investigation.

Table 3: References of Participants

Participant	Reference
Water Manager	WM
Kgosana	K
Ward Councillor	WC
Expert Interviewee	EI
Water Tanker Driver	WT

4.7 Limitations

Limitations are flaws, conditions or influences that cannot be controlled by the researcher and place possible constraints on the methodology and conclusions (Informedia Services(IMS), 2017).

Table 4: Limitations and Possible Strategies (Source: Fieldwork)

Limitation	Possible Strategy to overcome limitation
Sample Size	- There were limitations with the sample size in that not all the councillors from both institutions could be reached. - To overcome this, the contact time spent with the selected participants were increased to get more in-depth answers. - To avoid this possible limitation, in future, sufficient time needs to be allocated for field work to make up for the possible need to increase the sample size.
Method/data collection	- Due to COVID19, not all interviewees were comfortable with face-to-face interviews. - To overcome this, some interviews were conducted telephonically and virtually, but affected the quality of the recordings. - To avoid the effects of these limitation on research, in future, one can communicate with interviewees and ensure that COVID19 regulations will be adhered to, social distancing, the wearing of a mask and have sanitizers in place in order to make participants more comfortable when approached them.
Time	- There were time constraints in attaining approval to conduct research from the institutions and therefore affected the data collection time. - To make up for the time lost, the workplan for the research was adjusted in order to have sufficient time for both data collection and analysis. - Possible ways to overcome time constraints in future field work, would be to make sure sufficient time is set aside in order to attain approval from the institutions of the selected research problem.

4.8 Trustworthiness of Data

Trustworthiness of data refers to the degree of sureness in data, interpretation, and methods used to safeguard the quality of research. Researchers should initiate the measures and procedures essential for a study to be considered worthy of consideration by readers (Connelly, 2016). The quality principles for all qualitative research are credibility, transferability, dependability, and confirmability (Korstjens & Moser, Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing, 2018).

4.8.1 Credibility

Internal validity is one of the primary criteria expressed by positivist researchers, who attempt to verify that their research methods or results what is truly sought. This is how self-assured the qualitative researcher is in the accuracy of the findings of the research. Credibility can be assured through the use of triangulation which is the use of more than one method of data collection on the same topic (Shenton, 2004).

To be more acquainted with the content of the phenomena under inquiry, a literature review was undertaken. Data was gathered through open-ended interviews with a diverse group of informants to obtain in-depth information. Individual opinions and experiences might then be compared to those of others, resulting in a rich picture of the attitudes, needs, and behaviour of those under investigation based on the contributions of a diverse group of people.

4.8.2 Transferability

Transferability is how the qualitative researcher shows that the research findings are related to other contexts or similar situations, populations, and similar phenomena. Thick description can be used to show that the research findings can be relevant to other contexts, circumstances, and situations (Bertino & Lim , 2010). When presenting observations and interpretations in qualitative research that include a certain level of contextual richness, the term "thick description" is often employed. Thick descriptions

consider the indirectly invisible contexts that give a social action or event value (Kostova, 2017).

Application is a question of transferability. To enable the reader to decide whether your findings can be applied to their own context, or transferability judgement, it is your duty as a researcher to give a "rich description" of the participants and the study method (Korstjens & Moser, 2017). The methodology chapter included the sample, participants, techniques, and setting of the research, as well as other areas of data collecting that contributed to a better and more complete understanding of the research context.

4.8.3 Confirmability

Confirmability is the degree of impartiality in the research findings. This means that the findings are founded on participant's responses and not any probable bias or personal drives of the researcher. This involves making sure that researcher bias does not tip the interpretation of what the research participants said to fit a certain narrative (Brink, 1993). To establish confirmability, qualitative researchers can provide an audit trail, which highlights every step of data analysis that was made in order to provide a rationale for the decisions made. This aids in establishing that the research findings accurately represent participants responses.

The data was checked and rechecked throughout the study by a coding scheme that clearly specified the codes and patterns found during analysis. The decisions made in the research process were explained. These details assisted in providing valuable insight on how the themes emerged from the data.

4.8.4 Dependability

Data dependability refers to the data's consistency over a certain period and under various settings. It is the extent that the research could be repeated by other researchers and that the findings would be consistent (Elo, et al., 2014). The data and final research report was reviewed by an IIE MSA supervisor as well as a detailed description of the research methods were documented.

4.9 Ethical Considerations

Studies designed and conducted that make use of human participants need to consider the values and principles of ethical conduct (Kaewkungwal & Adams, 2019). It is essential to keep to ethical norms in research in order to support the aims of the research such as truth, knowledge and prevention of error. Ethical standards uphold the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness. Many of the ethical norms benefit to ensure that researchers can be held accountable to the public as well as help to build public support for research (Resnik, 2015).

Before the commencement of interviews, research approval and ethical clearance was first sought from IIE MSA. The process involved the submission and defence of the research proposal to the IIE MSA Research and Postgraduate Committee. Upon approval, ethics clearance was also granted.

The following ethical considerations were exercised:

4.9.1 Informed Consent

A consent form was given to the participants to sign (see consent forms in Appendix 3). The purpose of this form was to make the participants aware of the purpose and nature of the research, the required involvement of the participant as well as how the research process would affect the participants both directly and indirectly. The consent form also included information on what would happen to the research. Consent was also obtained verbally for interviews that were conducted telephonically as well as virtually.

4.9.2 Confidentiality

A confidentiality clause was drafted as part of the consent form. This clause was explained to the participants as well as all aspects of confidentiality and the length of the interviews. Participants were also informed on the safeguarding of private information and which individuals would have access to this information.

4.9.3 Compensation

As it is unethical to provide any financial or other incentives to influence participants to share information as part of a study. No such incentives were offered during this study but, letters of appreciation were provided to all interviewed participants for their willingness and contributions.

4.9.4 Management of Information

Data collection was carried out in a proper/ethical way. Permission was sought from IIE MSA to conduct the research (See ethical certificate in Appendix 1) and no data was collected until permission was received. Information was kept strictly confidential and only shared with the research supervisor.

4.10 Concluding Summary

In light of the aim/purpose and objectives of the study a qualitative case study was employed which made use of in-depth interviews to interview key/ strategic people from both the Royal Bafokeng Administration and Rustenburg Local Municipality. Government documentation and professional journals were used to obtain primary and secondary data as they obtain background information as well as a broad range of facts, making them useful for contextualizing the research. An inductive qualitative content analysis was selected as it reflects often observed trends in qualitative data analysis.

With the authority and consent of the participants, notes and recordings were taken during the interviews. The recordings were transcribed to a text-based version of the original audio recording and qualitatively analysed and condensed into a concise, summary format. Clear links were then established between the research objectives and the summary findings derived from the raw data. Thematic analysis was used and the coding framework included words and phrases highlighting the relationship between the institutions, community participation, decision making and maintenance. The most common themes were identified and interpreted in light of the aim and key research objective of the study. This study has three limitations that could be addressed in future

research, sample size, method/data collection and time constraints. The trustworthiness of the data and ethical considerations were ensured. The research findings of this study are presented in the next chapter.

CHAPTER 5: RESEARCH FINDINGS

5.1 Introduction

This chapter presents the findings of this study. The aim of the research was to identify the influence that traditional water governance has on the maintenance and decision-making processes in water management.

This chapter has been divided into three main sections; these include decision-making, maintenance, and traditional water governance. The first theme, decision-making, briefly outlines how decisions are being made in the shared wards. This includes the sub-themes silo management, Memorandum of Understanding, communication, the Section 78 process, and community participation. The second theme, maintenance, outlines what water management systems are currently being utilised by the Royal Bafokeng Administration. This includes the sub-themes accessibility, infrastructure maintenance, service delivery, and water complaints. The third theme, traditional water governance, outlines the perspectives of the community, officials from the Royal Bafokeng Administration and Rustenburg Local Municipality around the concept of traditional water governance.

5.2 Decision-making

This study aimed to identify the influence that traditional water governance has on the maintenance and decision-making processes in water management specifically reviewing the water governance arrangements of the Royal Bafokeng Administration. Therefore participants were asked to describe the relationship between the Royal Bafokeng Administration and the Rustenburg Local Municipality with regards to water management. The purpose of this was to establish how the institutions are currently operating regarding water management in the shared wards.

5.2.1 Silo Management

The relationship between the Royal Bafokeng Administration and the Rustenburg Local Municipality was found to operate in silos. The Royal Bafokeng Administration have their own agreements with the water boards, Rand Water and Magalies Water, and are directly supplied by them. Rustenburg Local Municipality have their own agreements with the water boards and continue to supply other areas within their jurisdiction outside of the Royal Bafokeng Nation. Key informants from each institution noted:

We do have our own contract with the water boards which is Magalies Water and Rand Water, we do have our meter point where we pay the water boards directly. It does not go via the municipality as the jurisdiction owner or the WSA. We have approached the municipality to say this arrangement needs to be formalised but that has taken a very long toll. I'm not sure how many years this process has started, and it has not been finalised yet. So, I will not say we do have a relationship or we don't have a relationship but where we are, we have agreed that this relationship needs to be formalised. (WM 1)

They are actually serviced by the water boards, your Rand Water and Magalies Water. So, we do not have any relations in terms of the water management in Rustenburg and Royal Bafokeng. So, they're managing their own infrastructure and we're managing our own water infrastructure. (WM2)

These statements indicate that despite Rustenburg Local Municipality being the Water Services Authority, the Royal Bafokeng Administration have their own agreements with the water boards. The Royal Bafokeng Administration is solely responsible for the management of water in all 29 villages of the Royal Bafokeng Nation which falls under the jurisdiction of Rustenburg Local Municipality.

5.2.2 Memorandum of Understanding

A memorandum of understanding was concluded in 2003, 12 January, between the Royal Bafokeng Nation, Rustenburg Local Municipality, and the Bojanala District Municipality. The institutions signed a new MOU in 2014, 14 August, in order to give effect to cooperative governance principles. The purpose of the MOU was to cement a service delivery agreement and all issues of mutual interest between the institutions. Despite having an MOU in place, the Royal Bafokeng Administration and Rustenburg Local Municipality have not implemented any agreements regarding water management in their shared wards. The participants (water managers from RLM and RBA) noted:

We are also in the process of taking over their infrastructure (RBA) upon agreements that the executive mayor and the king have agreed upon. That is a process that has been going on for the past seven years and there is a memorandum that was signed but nothing has happened. There's still issues between the two that are being discussed. This is the current status in terms of how our relationship is. (WM2)

We did have a MOU that was signed about a decade ago. Thabo Mbeki was part of that MOU and the former mayor and the Kgosi as well which said that we need to have a working relationship. But since I got into council in 2016, I haven't seen much of development or implementation of that MOU. It is just a document. I thought once I got into council it would be a working document but it's not working. But in 2016 we established a team between RBA councillors and RLM councillors, but that commission only lasted about three months and then from there we didn't have meetings thereafter. (WC5)

It is noted that ever since the signing of the MOU between the two institutions, there has not been implementation of this working relationship for the past seven years. Institutions have been working in silo with regards to water management. Participants noted that discussions have been taking place for years regarding the handing over of the Royal Bafokeng Administrations water infrastructure to Rustenburg Local Municipality in order

for the municipality to take on its role as the WSA. To date those have merely just been discussions, and nothing has yet been formalised.

5.2.3 Communication

There is a lack of communication between the Royal Bafokeng Administration and Rustenburg Local Municipality. The institutions do not have regular meetings to discuss water challenges in the shared wards. The participants noted:

We have approached the municipality to say this arrangement needs to be formalised but that has taken a very long toll. I'm not sure how many years this process has started, and it has not been finalised yet.....We are operating under their jurisdiction. It's not to say we can't take action, but they need to lead the action. They need to lead the process. Bafokeng is open to a more collaborative approach. (WM1)

We have tried to engage RBA for a more collaborative approach and having joint systems to alleviate pressures on their supplying issues, but they have not agreed or come on board. The only meeting we have had in the past six to seven years that I've been working at RLM was when there was community unrest. Meetings regarding collaborations has not taken place as yet. Only the executive mayor and the king have signed a memorandum of understanding that some point RBA will hand over their infrastructure to RLM but that was signed eight years ago, and nothing has happened. There's a ceremony twice a year where the mayor and the king renew that MOU, but nothing has happened out of it. (WM2)

It is noted that both institutions are open to a more collaborative approach regarding the management of water in the shared wards, but the implementation of this approach is lacking. The Royal Bafokeng Administration feel the Rustenburg Local Municipality as the Water Services Authority in this jurisdiction should be leading this process.

The memorandum of understanding states that the institutions are to establish an implementation committee as well as a monitoring and oversight committee. The purpose

of these committees was to implement, enforce and monitor the terms of the MOU. An expert noted:

On the 31st of July 2017 I facilitated a joint workshop between RBA and RLM where the committees were resuscitated. The workshop was about the MOU. Among those committees was a subcommittee called infrastructure. Then those subcommittees would report and give a monthly report to the monitoring and oversight committee which was then led by the Mayor and the Kgosi. Exactly a month later on the 31st of August the monitoring and oversight committee took place chaired by the Kgosi and present was the municipal manager and the former mayor as well as a RBA Official. Issues discussed specifically pertaining to water was the service level agreement between RLM and RBA. (EI)

The expert also noted that the last monitoring and oversight committee meeting was held on October 25, 2018. This was the last time these meetings took place as the then Municipal manager resigned in March the following year. Since then, none of these meetings have continued to take place.

The status by then was that RLM explained that they need to embark on a section 78 process so there were some challenges identified by both which was the funding. Neither of the two institutions had the funding to embark on the process and as a way forward it was recommended that both RBA and RLM investigate other options to fund this section 76 and 78 processes. (EI)

The expert noted that at that point in time the relationship between Rustenburg Local Municipality and the Royal Bafokeng Administration was particularly good. From both sides there was the willingness to make things go forward.

5.2.4 Section 78 Process

The Section 78 of the Municipal Systems Act, ACT 32 of 2000, requires that a local authority undertake a two-phase assessment when deciding on appropriate mechanisms to provide municipal services. The participants noted:

So, in terms of RBA as far as memory serves me, they were busy with phase one. so the other objective of the section 78 review is to determine the status-quo of the current bulk water service model with regard to financial status, the roles and responsibilities of all entities involved as well as the legal obligations towards RLM in the provision of water and sanitation to the Rustenburg community. (EI)

The review was also aimed at identifying any gaps in the current model in respect of the inclusion of the Royal Bafokeng Administration entity with regards to the legal, human resources, finances, and tax structures. The section 78 processes were therefore found necessary in order to establish the feasibility of incorporating and adopting the Royal Bafokeng Administration as a water services provider under the Rustenburg Local Municipality which is the WSA.

In order to kick-start the project a service provider was appointed in April 2018 and then the first report was concluded. That report was for assessing internal mechanisms such as service demographics, population growth rates, future growth, customer profile, service coverage, water demand analysis. (EI)

The institutions have not concluded on this process yet and current concerns around the handing over include issues around the water infrastructure that belongs to the Royal Bafokeng Administrations and the difference in tariffs that they are being charged by the water boards. The institutions want clarity on whether the Rustenburg Local Municipality will reimburse them for costs incurred for constructing and maintenance of the infrastructure by the Administration over the years and whether they will be charged a different tariff that what they were paying the water boards.

5.2.5 Community participation

The villages have DiKgosana and councillors. The Kgosana's are the head of the villages or ward also known as headmen. There are monthly provisions where DiKgosana are allowed to hold gatherings called lekgotlas. The kgotla is a community gathering. The purpose of these gatherings is to provide a platform for the communities in the respective villages to lodge complaints or queries. These platforms are also used to communicate any information from the Royal Bafokeng Administration. Rustenburg Local Municipality do not form part of these gatherings.

The communities of the villages are not directly involved in decision making. Their grievances and queries are presented on their behalf by DiKgosana and traditional councillors at the supreme council. The supreme council is headed by the Kgosi who are the decision makers of the whole Royal Bafokeng Nation. Although the Royal Bafokeng Nation falls within the jurisdiction of the Rustenburg Local municipality, the municipality has no power to make decisions within the Bafokeng Nation. Participants noted:

There's no formal guidance on how you approach these things. Though there are meetings, it will be on the level of councillors, council where these things are presented and agreed upon. There are no policies that guides decision making. The communities meet and decide on these things. For example, if the community wants a vote, they will approach the local authority with their intent through their councillor for their infrastructure director. Where we also need to agree and say your proposed route is supported and if there are changes, we will then add. So, there is small communication but there is no policy that is guiding that. (WM1)

The supreme council consists of our RBA councillors and DiKgosana. Kgosi heads the council. I think the problem lies with the officials, even those of RLM. Those are the people who are supposed to be hands on with everything. (K5)

The report goes to the speaker's office and the chief whip, the political head. My understanding was that when we give them the report, they will go through the report and give us whereby when we are having the fully month meeting, we can have clarity so that we can give the community feedback. So, for the past 5 years nothing has changed. And the people now feel that it is useless attending those meetings because they do not get feedback for whatever they reported. (WC7)

Participants noted that the Royal Bafokeng Administration has no formal policies in place that guide decision making. Decisions are based on the information referred to the supreme council by DiKgosa and the traditional councillors. Although Rustenburg Local Municipality is not involved in decision making, the community does report issues of water to the municipal ward councillors. The participants noted that the communities have lost faith in these monthly lekgotla meetings due to the lack of feedback from officials.

5.3 Maintenance

The participants were asked what water management systems were utilised by the Royal Bafokeng Administration in order to identify whether the institution was capacitated to act as a WSA. A WSA's main duty is to guarantee the delivery of water services. These obligations include of making sure that there's access, planning, regulating, and provision of water services. In order to ensure effective, efficient, affordable, economical, and sustainable access to water services that support sustainable livelihoods and economic development, a WSA must ensure that the necessary investments in water services infrastructure are made (subject to available resources). It must also prepare water services development plans. The water management systems utilised by the Royal Bafokeng Administration is guided by a model which is dependent on the growth vector of their villages. Some of these villages are situated near the mine (Impala Platinum Mine) and is therefore directly affected by the growth of the mine. The model is assessed on a yearly basis factoring in all these variables which is then used to improve water management systems.

5.3.1 Accessibility

Not all communities have access to water on a daily basis. Due to the geographical location of the villages it was found that some have easier access to water than others. The communities that don't have access to water go for days and sometimes weeks without water. Some villages do not have JoJo tanks or communal standpipes and therefore have to make use of their own means for when water tankers are sent to provide them with water. The communities that do have access to water complain about the quality thereof. The lack of access to water has even led to these communities protesting. Participants noted:

Sometimes we get water once a week, sometimes after some time. We don't know what's the problem, no one can tell us what's the problem and the concern is when that water comes you can see through the tap that the water is dirty. There's no central place where there is JoJo tanks that they fill when there's no water. Everyone just comes with whatever containers they have when the truck drives around the community. (WC7)

There's always shortage of water and for a very long time. Sometimes it takes us three to four weeks. The last time the community closed the Sun City Road for about three days because there was shortage for three months without water. So, it's very bad, even now there's no water. (WC26)

The thing is the design of the water system is very old so meaning as the village grows therefore there's more of kind of like an uphill like when water is supposed to get there some of the people in beginning of Luka won't have problems with water and then others further get nothing because of the water pressure. (K5)

The water management systems utilised by the Royal Bafokeng Administration are obsolete and therefore not sustainable as some communities do not have access to water in their homes even though there are reticulation networks in place. Not all villages have infrastructure in place for emergency water supply in the events of pipe bursts or water

shortages etc. The Royal Bafokeng Administration suggests that the water shortages are due to water scarcity and not over-consumption of the water allocated to the villages.

5.3.2 Infrastructure Maintenance

The Royal Bafokeng Administration is solely responsible for the servicing, maintenance, and supplying of water in the shared wards. Rustenburg Local Municipality does not have access to their infrastructure nor are they involved in any maintenance in these wards. The infrastructure belongs to the Royal Bafokeng Administration. Some of the village's infrastructure is being maintained and others not as they do not have access to water due to there not being water supplied through the infrastructure. Participants noted:

Yes, the maintenance is there but how can you maintain something that you don't have. You can't come and maintain a pipe burst when there's no water. If the water is there, their maintenance is a little bit better. If you call them for a pipe burst, in four or five hours they will be there. But now they don't maintain anything because there's no water and for a very long time. RBA has purchased JOJO tanks for the communities. One day when the water trucks came to deliver water, someone tried opening the JOJO tank and found that the JOJO tank was very dirty. The water trucks were followed and found that the truck goes directly to Bospoortdam. Ever since then the community does not want water from the trucks anymore. (WC26)

What I can say is that we are having a problem regarding that because here RBA is in charge of maintenance and not RLM. They do maintain but after some time. (WC7)

I don't think the infrastructure is being maintained because we are having a problem of water now. We are situated around the mines and the mines get their water directly from the suppliers being either Magalies Water or Rand Water. So, us on the ground as communities we are suffering. (WC5)

The delivery is always sloppy when coming to water. Water is dirty most of the time. I think mostly because of the pipes rusting on the inside so when the water comes, it comes out yellowish. (K4)

Some villages experience better response than others when coming to infrastructure maintenance. There is a delay in some areas, but the Royal Bafokeng Administration does seem to be maintaining infrastructure in the villages. The participants also display a lack of trust towards the quality of the water received by the Royal Bafokeng Administrations water tanks as they've also noted that the community witnessed the water being sourced directly from one of the dams.

5.3.3 Service Delivery

The Royal Bafokeng Administrations infrastructure is designed in such a way that some wards are divided into two or more sections. Some of these sections fall outside of their jurisdiction and therefore becomes the responsibility of Rustenburg Local Municipality. Thus you find that one ward is being serviced by both institutions. This causes unrest within communities as you'll find that certain parts of the same ward have access to water and others don't. Participants noted:

There are instances where the area that is serviced by RBA is without water and the area falling under RLM has water. This causes residents to query and complain that they're being treated unfairly due to the other areas having water. RBA is also doing water rationing because they want to reduce their water losses due to them not having a revenue collection service in place. So basically, they're providing water for free to their residence. So, the issue is that their demand exceeds their supply, and they have difficulties maintaining their reservoir levels. We have our own water management systems that we use to provide water to those within our jurisdiction. Due to the difficulties faced by RBA you find residents asking why they cannot be supplied by RLM and be responsible for paying their accounts with RLM and not RBA. (WM2)

Rustenburg is growing every day. There are more informal settlements, so they drink from the same water and the supplier is maybe let us say for example giving us 100 litres. And they know 100 litres is only enough for certain areas but if we have informal settlements and they are drinking the same water then it means we're all going to struggle. There must be arrangements made for those informal settlements because it's a problem. Even when you go to traditional areas, for example, its house number 300 and there's more than 20 tenants in that yard. That is also affecting water. The demand is high, and the supply is low. (WC1)

There are a lot of politics in the municipality. You know RLM, they say maybe they're putting things on tender and those are some of the things that delay service delivery because you'll find that people start fighting for tenders and maintenance. Others are sabotaging the program that is why sometimes we are told that it is alleged that communities are intentionally vandalizing infrastructure. (K4)

As noted by many participants, issues such as political interference, inequality, and silo management systems have led to communities developing mistrust towards both institution regarding service delivery.

5.3.4 Water Complaints

The communities in the respective villages lodge their complaints to the Royal Bafokeng Nations DiKgosana and councillors of their area. They sometimes approach the Rustenburg Local Municipality councillors as well but are referred to the Royal Bafokeng Administration as the municipality does not service the Royal Bafokeng areas. Participants noted:

We have a gathering once a month where we sit to understand what the problems with water are and jot it down. I then go and meet with the executives of RBA that's why we formed a water committee, so I understand exactly what the issues are and why the community isn't getting water at any given point. (K4)

Communities start to complain to us as DiKgosana then we speak to the RBA councillor who deals with issues of service delivery. Then I as kgosana together with the councillor will raise these issues of water at the supreme council and that thing is escalated by the officials. On the RLM side we just report to the RLM councillor, but they always say water is the responsibility of RBA. (K5)

Complaints usually come to RLM. We have created a link between the two parties. There is a link from the call centre where when complaints are reported they are transferred to RBA. (WM2)

The attendance is very poor. Those that are always complaining sometimes you don't get them at the meeting they will always maybe post on social media that their leaders are not helping them, but they don't come to the meetings. (WC1)

Any issues regarding water are collected by DiKgosana and the councillors of the Royal Bafokeng Administration which is then escalated to the supreme council. The supreme council consists of DiKgosana, traditional councillors, and executive members of the Royal Bafokeng Nation. The participants also noted that the attendance of these lekgotla gatherings have deteriorated.

5.4 Traditional Water Governance

The participants were asked if they think there is a role for traditional governance by allowing other traditional authorities the opportunity to provide water services. They were also asked whether or not the Royal Bafokeng Administration is capacitated to act as a WSA. The purpose of this was to establish if the communities and officials from both institutions are open to a more collaborative approach regarding water management in the shared wards.

5.5.1 Community Perspective

The communities of the Royal Bafokeng Nation don't display confidence in the Royal Bafokeng Administration in terms of supplying them with water. These communities feel

that the administration is not capacitated to be carrying the responsibility of acting as a WSA. The participants noted:

No, a simple no. We are not government. Local authorities should be doing what they are supposed to do. Remember the same people of Bafokeng, they vote. Remember they vote for these people so therefore why should we act as government. (K4)

No, because they are failing. They should just give to the municipalities because we had a very long meeting one day with DiKgosana and the infrastructure guy from RBA. We told them why can't the municipality take over and they said no what about their infrastructure. So, there's a lot of complications but they know that they are failing, and they can see it. Right now, they are crying about their infrastructure and how will they get their infrastructure money back. (WC26)

I think it would be stress for other authorities to be given those powers. I don't know how they allocated those powers to distribute water, maybe there was an agreement, which I have never seen. But I don't think that they are coping. Maybe years ago, they managed when things were ok, but as the economy stands now and as a Mofokeng I don't think they are managing this distribution or giving the community water very well. (WC5)

Due to the fact that the water infrastructure belongs to the Royal Bafokeng Administration, the participants feel that the administration is more concerned about losing the cost incurred through building and maintaining the infrastructure over the years. The participants also feel that traditional authorities should not be afforded the opportunity to offer water services to the communities as that is the role of government.

5.5.2 Officials Perspective

The Royal Bafokeng administration noted that the section 78 processes would determine whether they are capacitated to act as a Water Services Provider. The participants noted:

Part of formalizing our relationship with the authority is also to establish whether we are capacitated but remember we might be doing it this way to suit our processes and then the processes that the government follows might be different from us. So, the issue is us formalising this relationship with the authority where through the different sections like your Section 78 that's when you establish whether the third applicant is capable or not. So, it's something that the authority needs to do also on their side to ascertain that we are capable. However, we have been providing services since Bafokeng started.(WM1)

No. I don't think they should be given the opportunity. It's like saying you want two governments within a country or having two presidents. There won't be control in terms of what needs to be done for all within the jurisdiction of the municipality. (WM2)

The participant from Rustenburg Local Municipality suggests that the municipality be the only WSA as there should only be one authority for control purposes. The Royal Bafokeng Administration feel they should be afforded the opportunity to provide water and other traditional authorities as well. The managers noted:

Our provision also includes roads, electricity and we also assist in schools. We also participate in education where we're also giving opportunity to people who are looking for schools for their kids. So, our provision is not necessarily only looking at water. We are operating as a municipality as we are but different categories. So, I am thinking yes. This will aid them. Remember you are reliant on government you don't have a say but if you are afforded the powers, you then have a say on what is then given to you as allocation, acquisition. So, you are not reliant on government to give you guidance. (WM1)

I would not recommend that traditional authorities be given the power to provide services to residents. As the municipality is the WSA, they should be given the power as outlined in the water services act rather than dividing services with traditional authorities. Municipalities should be the Water Service authority and should be providing services within their jurisdiction. (WM2)

The Royal Bafokeng Administration noted that they want to be afforded the opportunity to act as a water provider in order to have access to funding from the government.

Or act as a water services provider, being appointed by the authority as a provider. That way it will allow us to get access to funding and other benefits that the authority is enjoying from government. (WM1)

It can be inferred that RBA feels that having access to funding would alleviate their current water management challenges. The Royal Bafokeng Administration also noted that they are already operating as a municipality based on all the services they are already rendering to their villages. Rustenburg Local Municipality noted that traditional authorities shouldn't be afforded the opportunity to be providing water services as the municipality is the water services authority.

5.5 Concluding Summary

This research findings chapter has examined the influence that traditional water governance has on the maintenance and decision-making processes in water management by reviewing the Royal Bafokeng Administration within the jurisdiction of Rustenburg Local Municipality. The current relationship between Rustenburg Local Municipality and the Royal Bafokeng Administration is lacking. The institutions are operating in silos with regards to water management.

A Memorandum of understanding was signed by the institutions with the purpose of ensuring a working relationship regarding service delivery and other mutual interests. Since the signing of this MOU it was found that there hasn't been implementation.

Implementation, monitoring and oversight committees were established in 2017 and only existed until 2019. The purpose of these committees was to give effect to the terms agreed upon in the MOU.

There has been a lack of communication between the institutions, and the Royal Bafokeng Administration feels that the Rustenburg Local Municipality being the WSA should be taking the lead with regard to processes. These processes include the section 78 process. The Section 78 of the Municipal Systems Act, ACT 32 of 2000, requires that a local authority undertake a two-phase assessment when deciding on appropriate mechanisms to provide municipal services. The Royal Bafokeng Administration feels that only then would they know whether they are capacitated to act as a WSP.

The major challenges regarding water faced in communities are that; they do not have access to water on a daily basis, sometimes weeks; as well as the quality of the water received. The infrastructure is outdated and solely maintained by the Royal Bafokeng administration and not the municipality. There are community gatherings called Iekgotla that take place on a monthly basis, but participation has deteriorated as communities feel there is a lack of feedback from officials regarding complaints. Communities are not involved in decision making. Decisions are made by the supreme council which consists of the Kgosi, RBA executives, DiKgosana, and traditional councillors.

The community has lost faith in the Royal Bafokeng Administration with regards to water access and provision and feels that the municipality should take over. Officials from the Rustenburg Local Municipality feel that the Royal Bafokeng Administration is not capacitated to act as a WSP or WSA and that there should be one authority. In terms of administration, a water services authority has the executive power to offer water services within its sphere of influence. Since water services authority area boundaries cannot overlap, there can only be one water services authority in any given area. Officials from the Royal Bafokeng have noted that the entity already operates as a municipality as they render services other than water supply to the community. The administration would also

want to be given the opportunity to operate as a WSP so that they can have access to funding from the government.

The overall concept of traditional water governance is not favoured by government officials as they feel there should be one authority. The community are not fully behind the concept either due to the lack in service delivery by the traditional authority. The communities feel that the authority is not coping with the responsibility. Royal Bafokeng Administration favours the idea of traditional water governance as they feel that once they are afforded the opportunity to act as a WSP, with funding, they would be able to supply their communities as they are already rendering services similar to those provided by a municipality.

Based on the above-mentioned challenges, it can be concluded that there is a lack in the willingness from both institutions towards having a more collaborative approach regarding water management. Both institutions feel that they can deliver services better than the other whereas the communities prefer that the municipality act as the sole WSA as RBA is failing to deliver water services. The next chapter discusses the research findings in context of the literature review surrounding the key themes of water governance and the role of traditional water governance in integrated water management.

CHAPTER 6: DISCUSSION

6.1 Overview

This chapter discusses the research findings outlined in chapter 5 in line with the key objectives of this study. This chapter draws from the literature review in chapter 2 to contextualize the research. The results will be compared with existing studies and the limitation of the study is also addressed.

6.2 Introduction

The purpose of this study was specifically to determine the influence that traditional water management institutions have on maintenance and decision-making on water management and supply. In order to achieve improved water governance one needs to understand the relationship between traditional and local government water management institutions. The aim of the study was to review the current relationship between the Royal Bafokeng Administration and Rustenburg Local Municipality and how it influences the maintenance and decision-making on water management and supply to the rural areas within the jurisdiction on Rustenburg Local Municipality. Without an understanding of how traditional water governance influences maintenance and decision-making, improved water management and supply will not be possible in rural areas. It was therefore argued that the inclusion of traditional water management structures in shared services with local government will lead to improved water management and supply in rural areas.

6.3 No Cooperative Relationship

The first research objective investigated the relationship between the Royal Bafokeng Administration and the Rustenburg Local Municipality, and the challenges faced. The in-depth interviews revealed that the relationship between these institutions is strained. However, cooperative relationships are regarded as less so. Therefore, if the relationship between the Royal Bafokeng and the Rustenburg Local Municipality becomes more

cooperative through commitment and support from both institutions, water management will improve.

During the in-depth interviews, participants revealed that there is a lack of communication between institutions and that they seem to be operating in silos. The Royal Bafokeng Administration suggests that it is the responsibility of the Rustenburg Local Municipality to lead proceedings towards formalizing a more collaborative approach. Bianchi, Nasi , & Rivenbark (2021) also acknowledged the occurrence of this in the implementation of collaborative governance. They postulated, for example, that by their very nature, public services are inter-organisational processes that necessitate the joint efforts of all actors involved in their delivery, including users, in order to generate value. Bianchi, Nasi , & Rivenbark (2021) argued that in the effort to enhance community results, fragmentation is frequently a major source of inconsistency. Attempts by individual groups to solve community problems are frequently symptomatic of inconsistencies between short-term outputs and long-term objectives, as well as unforeseen side-effects of previously established policies. According to the study's findings, the researcher is of the view that it is crucial to establish a tone of cooperation between the Royal Bafokeng Administration and the Rustenburg Local Municipality in order to facilitate implementation processes towards improved water governance.

The research findings revealed that there is an MOU that exists between the Royal Bafokeng Administration and the Rustenburg Local Municipality as well as an ongoing Section 78 process. However, participants also revealed that there has been no implementation of this memorandum since the signing thereof nor has the Section 78 process concluded. The researcher is of the view that this impediment is due to the lack in cooperative relations between the institutions. Bianchi, Nasi , & Rivenbark, (2021) noted that even the most well-designed collaborative programmes can fail. They suggest that this is frequently due to the diversity of involved stakeholders and a lack of appropriate models or methods to support leadership in areas such as enhancing a decisive learning process between involved actors, managing conflicts, building trust,

pursuing a common shared vision, and identifying and evaluating outcomes (Bianchi, Nasi , & Rivenbark, 2021).

6.4 Unsustainable Water Management Systems

One of the most significant results of the research is the identification of the water management systems utilised by the Royal Bafokeng Administration. The research not only focused on identifying water management systems but also on whether or not communities had access to water on a daily basis and if the water infrastructure is being maintained.

Based on the results, participants revealed the water management systems utilised by the Royal Bafokeng is a model that is dependent on specific factors. The Royal Bafokeng Administration is guided by a model which is dependent on the growth vector of their villages. Some of these villages are situated near the mine and are therefore directly affected by the growth of the mine. The model is assessed on a yearly basis factoring in all these variables which is then used to used improve water management systems. The data suggests that some of the infrastructure is being maintained and those that are not is due to the communities not having access to water. The results data indicates that not all villages have access to water and can go from days to even weeks without water. Therefore, the water management systems utilised by the Royal Bafokeng Administration are not sustainable. In order for water management systems to be effective, both current and socio-economic ecological demands need to be met.

The results predicted the claims of (Simonovic, 2020) who states that individuals, organisations, society, and the environment are all interconnected components of the water resources system. Simonovic notes that the relationships between the four subsystems must be properly mapped in order to manage water resources sustainably. Russo , Alfredo , & Fisher , (2014) suggests that in developing regions, long-term management strategies should emphasize continual improvements in stakeholder engagement and infrastructure.

Therefore, the researcher believes that based on the results, the unsustainability of the water management systems is a reflection in the lack of cooperative relations between the Royal Bafokeng Administration and the Rustenburg Local Municipality.

6.5 Lack of Community Participation

In addition to the key objectives of this research was the results on community participation with regards to decision making and their experiences regarding service delivery. During the in-depth interviews, the community representatives revealed that the community is not actively involved in decision making. Therefore, the results might suggest that community participation in decision making within the Royal Bafokeng Administration is non-existent.

For effective water governance, community participation is crucial. This is acknowledged by (Waithaka, Kisovi, & Obando, 2016) in a study to evaluate the impact of community involvement in rural water management. They suggested that the transition to successful community engagement has also prompted a movement from the old top-down to bottom-up strategy, which strengthens a community. Furthermore, the United Nations acknowledged community involvement as a beneficial tool for effective management whereby all individuals, males, and females, will have a right, power, and voice, and will be able to express their interests throughout the policy-making and decision-making processes (Riswan, 2021).

It was also revealed by the participants that the attendance at community meetings where key issues is reported and communicated has declined. It was suggested that this was due to the lack of feedback on issues raised in these meetings and communities not seeing improvements. Hove , et al., (2019) noted that even though conceptual backing for collaborative water governance exists, institutions lack the tools needed to effectively engage communities and the ability to use community-generated research and evidence in water resource management and service delivery. The authors also suggest that as a result, community interfaces with health and water agencies demand urgent innovation.

Therefore, the researcher believes that the lack of community participation and decline thereof is due to the absence of collaborative approaches and communication regarding water management between the Royal Bafokeng Administration and the Rustenburg Local Municipality.

6.6 The role of Traditional Water Governance is uncertain.

By collecting the opinions of authorities and communities from the Royal Bafokeng Administration and the Rustenburg Local Municipality, one of the most important aims of the research was to determine whether traditional water governance had a role in water management. The results indicate that some of the community members do not believe there is a role for traditional authorities in water governance based on their experiences regarding the lack of service delivery from the Royal Bafokeng Administration. The data also suggests that some of the communities do not have faith in the Rustenburg Local Municipality either and are in support of a more collaborative approach between the institutions.

The results from the in-depth interviews with key official from both institutions reveal that despite the negative narrative regarding shared services, institutions are open for collaborative approaches in order to move towards more sustainable water management. The results might suggest that there is not a role for Traditional water governance. However, based on the finding of similar studies, a more plausible explanation is that even though the provincial and national Houses of Traditional Leaders (HOTL) were established by South Africa's new democratic government to recognise the institution of traditional leaders, it is argued that the state has not provided the necessary frameworks for traditional governance systems to be recognised in the new regime for water management in South Africa (Kapfudzaruwa & Sowman, 2009).

Ray, (1996) claims that traditional leaders draw their legitimacy and authority from pre-colonial traditions, but the current African state is a product of, and predecessor to, the imposing colonialism state, based on a study done in Ghana. The independence and legitimacy of the state and traditional leaders in the post-colonial state are separated

since they obtain their authority and legitimacy from distinct sources. As a result, the structure, and values of the two governing systems are at odds, making it impossible to reconcile them (Meer & Campbell, 2004)

Therefore, the researcher believes that traditional authorities and entities should be included in providing services at the grassroots level in order to further integrate relationships across municipalities. The inclusion of traditional authorities in water management can lead to improved water governance.

6.7 Traditional water governance has significant influence on decision making and maintenance.

The central research objective of this study was to determine what influence traditional water governance has on decision-making and maintenance. Through the interviews it was revealed that the water infrastructure in these shared wards belong to the Royal Bafokeng Administration where they are solely responsible for the servicing, maintenance, and supplying of water. Therefore, even if Rustenburg Local Municipality is the water services authority, they have no say when it comes to decision making and maintenance as the land belongs to the Royal Bafokeng Nation. The administration feels that they should be afforded the opportunity to act as a water services authority or be given the role of a water services provider so that they can have access to government funding. Lack of funding was noted as one of the key challenges prohibiting the administrations functionality in regard to water management.

There is fierce competition for resources and authority in many countries between local municipalities and traditional authorities. The assignment and oversight of land is possibly the most contentious issue (Ntsebeza, 2006). This is frequently due to a lack of clearly defined responsibilities seen between two institutions. The lack of mechanisms to ensure cooperation between the two structures can be a source of conflict. However, it is not uncommon for neither the formal municipal authorities nor the traditional authorities to be uncomfortable with the presence of a "contender" in their areas of jurisdiction. It is therefore clear that the Royal Bafokeng Administration has strong influence when it

comes to the decision making and maintenance in these shared wards. It can therefore be argued that the effective governance of water is weakened by bad resource management, unsuitable institutional setups, and a lack of capital investment.

Kapfudzaruwa & Sowman, (2009) argued that the government has not provided sufficient frameworks for the evaluation of traditional governance systems in the new regime for water management in South Africa, despite the fact that the country's new democratic government has recognised the institution of traditional leaders by creating the national and provincial Houses of Traditional Leaders (HOTL). Based on the findings of the study, the researcher believes that establishing distinct roles and duties for both institutions is the solution to such problems. Water governance is about laying the groundwork for each actor to play their crucial part in society.

6.8 Concluding Summary

This chapter discussed the study's findings in the context of existing literature. The relationship between the Royal Bafokeng Administration and the Rustenburg Local Municipality is strained. However, both institutions are open for collaborative approaches in order to achieve improved water management. Once a tone of cooperation relations is established, services in the shared wards would start improving. The Royal Bafokeng Administration has shown that they have the capacity and the resources to contribute to improved water management. The last chapter will summarise findings, provide recommendations, and suggest research directions for traditional water governance in the future.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The primary objective of this research was to explore/ investigate how traditional water governance has an impact or influence on decision making processes and maintenance. As a result, the study concentrated on the relationship between the Royal Bafokeng Administration and Rustenburg Local Municipality as well as the sustainability of the water management systems employed in the shared wards.

This chapter summarizes the study's findings by discussing the findings of each research question. Institutions are given recommendations based on the findings of the respective research problem. The research questions relate to the results in Chapter 5. Finally, future research suggestions are offered derived from the limitations encountered during this research.

7.2 Conclusions related to the research questions.

From the findings in chapter 5, the following was concluded based on the research questions of the study.

Central research question: *What influence does traditional water governance have on decision-making and maintenance in water management?*

The findings of this research revealed that, within the context of the case study of the Royal Bafokeng Administration and Rustenburg Local Municipality, traditional water governance has a strong influence on decision making and maintenance in water management. We see that although the municipality is the water services authority, the administration maintain their own infrastructure as do they supply water to their villages. In order to administer and offer water services, a municipality may do so either directly or through contracts with private businesses or other governmental organisations

(Malzbender D. , Goldin , Turton , & Earle, 2005). This is why the administration feels that they should then be afforded the opportunity to act as a water services provider.

Uncertainty regarding who is being regulated may result from South African law's distinction between a water services authority and a water services provider. The majority of municipalities act as both regulator and distributor by providing the services themselves (Malzbender D. , Goldin, Turton, & Earle, 2014). This is where the section 78 process of the Municipal Systems Act is taken into account. In Section 78, the standards and procedures for selecting the delivery methods for municipal services are outlined. According to the Act, each water services authority must first determine whether it can provide services independently by restructuring its administrative structure and building the requisite human resource capability. If a municipality chooses to look at outside solutions, it should consult the general population. The WSA is supposed to take into account fundamental problems during this examination of external options, including the cost-effectiveness of various provider options, performance targets, and whether or not specific options are feasible (Malzbender D. , Goldin , Turton , & Earle, 2005).

During the interviews, the administrations alluded to the fact that it is the responsibility of the municipality to start this process in order to establish if they have the capacity to operate as a water services provider. The delay in concluding these processes to clear uncertainty has a negative impact on water management within the Royal Bafokeng villages.

The Rustenburg Local Municipality is not performing their duties as a water services authority due to the traditional authority. The traditional authority is acting as a water services authority within the jurisdiction of a regulated water services authority. It can therefore be concluded that there is a strong influence of traditional water governance on decision-making and maintenance in water management. This influence can either turn negative if the institutions continue working in silos or have the potential to shed new light to a collaborative traditional water governance approach in water management.

Research question 1: *What water management systems does the Royal Bafokeng Administration utilise?*

The findings suggested that Royal Bafokeng Administration is guided by a model which is dependent on the growth vector of their villages. Some of these villages are situated near the mine and are therefore directly affected by the growth of the mine. The model is assessed on a yearly basis factoring in all these variables which is then used to improve water management systems. The sustainability or rather whether the implementation of this model exists is questionable as not all communities have access to water on a daily basis. The Royal Bafokeng Administration have alluded that they would want to be afforded the opportunity to act as a WSP. Based on the duties attached to this role such as providing water in conformity with the Constitution, the Water Services Act, and the water services authority's bylaws imposed by the water services authority, the administration is already not adhering to the constitution regarding the right to access to water.

Research question 2: *What is the relationship between Royal Bafokeng Administration and Rustenburg Local Municipality regarding maintenance and decision-making of water management and supply?*

The findings revealed that the institutions have been operating in silos regarding services in the shared wards. There is no communication or relationship when coming to water management. The major challenges included issues around the municipality not being able to build infrastructure on land that is not owned by them and the Bafokeng Administration not willing to sell their land. This affects maintenance as infrastructure cannot be developed due to funding limitations on the side of the Royal Bafokeng Administration and Rustenburg Local Municipality not having a say with regards to Bafokeng land even though it is the WSA. It is clear that this gap in collaborative water management affects decision making as the communities are suffering because of the failure of these institutions to work in collaboration.

Research question 3: *What is the attitude of the communities towards maintenance and decision-making?*

Based on the interviews conducted and the findings, it was revealed that the communities are not actively involved in decision making. The monthly community meetings where issues are discussed have decreased in attendance as members of the community have lost faith in both institutions. Due to the lack of access to water, the communities' attitude towards maintenance is that you can't really maintain infrastructure that does not supply water. The communities in these villages have major challenges with access to water and the quality thereof. Some feel that the reigns should be handed over to the municipality and others feel that the municipality isn't currently coping with other wards and don't see how this would alleviate their struggles. It can therefore be concluded that the attitude of communities towards maintenance and decision making is a reflection of the lack of service and cooperation from institutions to give them access to basic needs.

Research question 4: *Is there a role for traditional water governance in water management?*

The attitudes received from the officials of the Royal Bafokeng Administration and the Rustenburg Local municipality regarding traditional water governance indicate that there is a role for traditional water governance in water management. This conclusion is based on the willingness of the institutions to operate in a more collaborative manner. The views of the community are split and although they have lost faith in both institutions, they seem to all allude to the fact that the intuitions should come to an agreement that would best serve the community. This being either to hand over the responsibility of providing water over to the municipality or to resuscitate the MOU. This indicates that through improving the relationship between institutions, services within the shared wards could potentially improve once a formal agreement can be concluded.

7.3 Recommendations

This section presents recommendations to both institutions towards improving water governance with reference to the main findings in the research.

7.3.1 Co-Operative Governance and Relationships

It is evident that strides were made by Royal Bafokeng Administration in an attempt to work with Rustenburg Local Municipality. Signing of a Memorandum of Understanding in August 2014 attests to that. Lack of implementation is however a challenge. One should however not disregard attempts to resuscitate working streams and the Oversight and Monitoring committee in 2017 which came to a halt in 2018.

One of the contributing factors is the change in political leadership. Continuity is hampered as the period of such leadership is five (05) years. The final year is marked by political campaigning, thus focus shifted as a new administration is inaugurated. The current working streams comprises of executives from RBA and directors from RLM.

With the milieu cited it is clear that the resuscitation of committees will not solve the stagnancy.

- It is therefore recommended that community as a stakeholder should find expression in working streams.
- It is further recommended that RBA traditional leadership be represented during RLM council sittings.
- That RBA traditional leaders accompany RLM political leadership during annual imbizos (community outreach by the Executive Mayor where needs of various communities within the RLM jurisdiction are captured in the Integrated Development Plan). This will affirm the working relationship and instil a sense cooperation.
- That RLM and RBA refrain from working in silos and use a more collaborative approach through improved communications.

7.3.2 Service Delivery

Based on interviews conducted, most communities within the RBA jurisdiction have accepted the status quo – which is delivery of water on an ad hoc basis. It is therefore recommended that:

- In the short term: Improvement in access and availability of water on a more frequent basis – and ultimately continuous uninterrupted supply.
- That RLM and RBA establish a service delivery forum to assist each other.
- That RBA considers entering into a Service Level Agreement with RLM to become a Water Services Provider (WSP).

7.3.3 Maintenance

- That a project be embarked on to refurbish and maintain existing boreholes to augment additional water supply.
- That maintenance plans for existing boreholes be developed.
- That funding be sourced to tap into underground water.
- That RBA embarks on roadshows and awareness campaigns to introduce payments for services and demonstrate to community members why they need to pay for services, as maintenance of infrastructure is hampered due to lack of funding.

7.3.4 Decision Making

- That a collaborative approach be applied by RBA and RLM in decision making pertaining to shared wards.
- That RBA community be actively involved.
- That frameworks and policies be put in place that that will govern and guide decision making with regards to shared services/wards.

7.4 Suggestions for future research

Following are some recommendations for future studies after completing this research and considering its limitations.

- A comparable study might be undertaken with a bigger sample size so that the results could be compared using the different stakeholders such as the waterboards, mines, and more officials from both institutions.
- Based on the findings of this research, a study focusing on the relationships between traditional and local government institutions and the effect it may have on water governance can be investigated.
- A comparative study can be undertaken to examine the decision-making policies and/or frameworks that govern traditional intuitions and Local Government and how these play a role in water governance.

7.5 Conclusion

The study's conclusions were summarised and presented in this chapter. First, as described in chapter one, a brief description of the study's purpose was offered. Following that, each research question's conclusions were provided. The fundamental goal of the study was accomplished by answering the various research questions, as evidenced by these connections. To answer the primary purpose, the research questions were formulated in chapter one. The recommendations were made based on the conclusions presented. To finish this research, recommendations for further research have been offered.

It goes without saying that traditional authorities face a number of difficulties as those identified within this study. Nonetheless, considering that traditional authorities are still relevant and have a strong influence on decision-making and maintenance in their respective areas, these traditional governance structures cannot merely be brushed

aside. In order to accommodate traditional leaders, particularly at the local level, decentralization laws and policies must do so for the betterment of societies.

Therefore, it can be concluded that the Royal Bafokeng Administration and Rustenburg Local Municipality have the potential to set the tone for improved water governance between local government and traditional authorities through shared services. In order to achieve effective water governance, the institutions will be required to take legislative, organisational, and administrative action, this can only be achieved through a collaborative approach with common values and goals regarding decision-making and maintenance within their shared wards.

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ANNEXURES

ANNEXURE 1: Ethics Clearance



Reference: M.061220
Enquiries: [REDACTED]

3 December 2020



Student name: V.M. Manuel
Student number: [REDACTED]
Brand and campus: IIE/MSA



Approval of MPhil in Integrated Water Management Proposal

Thank you for submitting and defending your proposal titled:



The influence of traditional water governance on maintenance and decision-making: A review of the Royal Bafokeng Administration within the jurisdiction of Rustenburg Local Municipality, North West



We are pleased to inform you that the Research and Postgraduate Committee considered and has approved your research proposal. Ethics clearance has also been granted.

The Research and Postgraduate Studies Committee made some further suggestions that can assist you with your study. These should be attended to under the guidance of your supervisor.

The Committee confirms that Linda Downsborough has been appointed as your supervisor.

If you have any questions, please feel free to contact the campus staff or your supervisor directly.

All the best with your research.

Yours sincerely,

[REDACTED]

Dr B. van Wyk
Dean: Research and Postgraduate Studies
The Independent Institute of Education



ADVTECH HOUSE

Inanda Greens
54 Wierda Rd West
Wierda Valley 2196
P.O. Box 2369
Rustenburg 2125



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ANNEXURE 2: RBA/RLM Research Permission Request



Royal Bafokeng Administration
Royal Bafokeng Civic Centre
1 Direpotsane Road
Phokeng
Rustenburg
0335

26 March 2021

Dear Sir/Madam

Re: Permission to conduct research at Royal Bafokeng Administration.

My name is Vinolia Maricia Manuel. I am studying for a Master of Philosophy in Integrated Water Management at IIE MSA. I am seeking permission to do research at Royal Bafokeng Administration.

Research Title: The influence of traditional water governance on maintenance and decision-making: A review of the Royal Bafokeng Administration within the jurisdiction of Rustenburg Local Municipality, North West.

The aim or purpose of this study is to explore the influence that traditional water governance has on the maintenance and decision-making processes in water management. This research will identify the most significant factors in achieving improved water governance in water management through surveys and interviews.

The research will entail collecting data from officials in your Technical and Infrastructure Services, specifically responsible for water services. I would also like to request permission to get access to documents such as the Section 78 (processes followed for the municipality to take over provision of water in the Royal Bafokeng area), the MOU between Rustenburg Local Municipality and Royal Bafokeng Nation, the Masterplan Vision 2040, and other documents that could potentially contribute to the research.

I will invite individuals from your organization to participate in this study. These individuals include the heads of water and technical services, and the ward councilors from the selected study area. These areas include wards 3, 4, 5, 6, 7, 22, 26. If they agree, they will be asked to be interviewed. The maximum time that will be required to be set aside these interviews will be one hour. These will be done face to face and data collection will take place on the premises and/or during work hours or at a location or time that best suits the participants. The participant's responses will be audio

recorded. National COVID-19 regulations, guidelines and protocols will be followed in the collection of data during this time, taking into consideration particular regulations related to lockdown levels at the time of data collection. Therefore, practices of social distancing, wearing of masks as well as sanitizing will be adhered to during interview sessions.

Participants will be asked to give their written consent before the research begins. Their responses will be treated confidentially, and identities will be anonymous unless otherwise expressly indicated. Individual privacy will be maintained in all published and written data resulting from the study. Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Master of Philosophy in Integrated Water Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

The research participants will not be advantaged or disadvantaged in any way. There are no foreseeable risks in participating in this study. Participants can choose to withdraw at any time or to decide not to answer particular interview questions. The participants will not be paid for this study. All research data will be kept strictly confidential and only shared with the research supervisor.

I therefore request permission in writing to conduct my research at your organization. The permission letter should be on your organization's letter head, signed and dated, and specifically referring to myself by name and the title of my study.

Please let me know if you require any further information. I look forward to your response as soon as is convenient.

My contact details are as follows:

[Redacted contact details]

The contact details of my supervisor are as follows:

Linda Downsborough

[Redacted supervisor contact details]

Yours sincerely,

[Redacted signature]

Vinolia Manuel

[Redacted signature]

Linda Downsborough

Rustenburg Local Municipality
Missionary Mpheni House
Cnr Nelson Mandela & Beyers Naude Drive
Rustenburg
0300

26 March 2021

Dear Sir/Madam

Re: Permission to conduct research at Rustenburg Local Municipality.

My name is Vinolia Maricia Manuel. I am studying for a Master of Philosophy in Integrated Water Management at IIE MSA. I am seeking permission to do research at Rustenburg Local Municipality.

Research Title: The influence of traditional water governance on maintenance and decision-making: A review of the Royal Bafokeng Administration within the jurisdiction of Rustenburg Local Municipality, North West.

The aim or purpose of this study is to explore the influence that traditional water governance has on the maintenance and decision-making processes in water management. This research will identify the most significant factors in achieving improved water governance in water management through surveys and interviews. The research will entail collecting data from officials in your Technical and Infrastructure Services Directorate (DTIS), specifically water services. I would also like to request permission to get access to documents such as the Section 78 (processes followed for the municipality to take over provision of water in the Royal Bafokeng area), the MOU between Rustenburg Local Municipality and Royal Bafokeng Nation, the Masterplan Vision 2040, the IDP (Integrated Development Plan), and the WSDP (Water Service Development Plan), and other documents that could potentially contribute to the research.

I will invite individuals from your organization to participate in this study. These individuals include the Director (DTIS), Unit head of water, and the ward councilors from the selected study area. These areas include wards 3, 4, 5, 6, 7, 22, 26. If they agree, they will be asked to be interviewed. The maximum time that will be required to be set aside these interviews will be one hour. These will be done face to face and data collection will take place on the premises and/or during work hours or at a location or time that best suits the participants. The participant's responses will be audio

recorded. National COVID-19 regulations, guidelines and protocols will be followed in the collection of data during this time, taking into consideration particular regulations related to lockdown levels at the time of data collection. Therefore, practices of social distancing, wearing of masks as well as sanitizing will be adhered to during interview sessions.

Participants will be asked to give their written consent before the research begins. Their responses will be treated confidentially, and identities will be anonymous unless otherwise expressly indicated. Individual privacy will be maintained in all published and written data resulting from the study. Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Master of Philosophy in Integrated Water Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

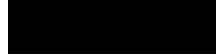
The research participants will not be advantaged or disadvantaged in any way. There are no foreseeable risks in participating in this study. Participants can choose to withdraw at any time or decide not to answer particular interview questions. The participants will not be paid for this study. All research data will be kept strictly confidential and only shared with the research supervisor.

I therefore request permission in writing to conduct my research at your organization. The permission letter should be on your organization's letter head, signed and dated, and specifically referring to myself by name and the title of my study.

Please let me know if you require any further information. I look forward to your response as soon as is convenient.

My contact details are as follows:

Vinolia Manuel



The contact details of my supervisor are as follows:

Linda Downsborough



Yours sincerely,



Vinolia Manuel



Linda Downsborough

ANNEXURE 3: Explanatory Statement and Consent Forms



To whom it may concern,

My name is Vinolia Manuel and I am a student at IIE MSA. I am currently conducting research under the supervision of Linda Downsborough about the influence of traditional water governance on maintenance and decision making in water management through reviewing the water management systems utilized by The Royal Bafokeng Administration within the Rustenburg Local Municipality Jurisdiction. I hope that this research will enhance our understanding on the rarely acknowledged issue of traditional water governance and the role it plays in water management.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because I want to examine and understand how traditional water governance influences maintenance and decision-making in water management. If you decide to participate in this research, I would like you to participate in an interview.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or you can decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your role in decision making and maintenance and how it could contribute to improved water management. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

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Page 1 of 4

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at IIE MSA, will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Master of Philosophy in Integrated Water Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate. You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Vinolia Manuel

The contact details of my supervisor are as follows:

Linda Downsborough

Consent form for participants

I, _____, agree to participate in the research conducted by Vinolia Manuel about the influence of traditional water governance on maintenance and decision making in water management through reviewing the water management systems utilized by The Royal Bafokeng Administration within the Rustenburg Local Municipality Jurisdiction

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording

I, _____, agree to allow Vinolia Manuel to audio record my interviews as part of the research about the influence of traditional water governance on maintenance and decision making in water management through reviewing the water management systems utilized by The Royal Bafokeng Administration within the Rustenburg Local Municipality Jurisdiction

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password-protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

ANNEXURE 4: RBA Research Approval Letter



ROYAL BAFOKENG ADMINISTRATION

P.O Box 1, Phokeng, 0335, Republic of South Africa
1 Direposane Street, Phokeng, 0335
Telephone: +27 (0)11 566 1200
Email: info@bafokeng.com
Website: www.bafokeng.com

To: Whom it may concern Date: 13 August 2021
From: Lebogang Rakoma
Research department
Subject: Confirmation that Vinolia M Manuel has permission to conduct research

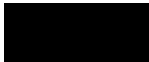
Dear Sir or Madam,

This letter serves to confirm that Ms VM Manuel approached the RBA Research department with a proposal to conduct research : **The influence of traditional water governance on maintenance and decision-making: a review of the Royal Bafokeng Administration within the jurisdiction of Rustenburg Local Municipality, North West.**

Please note that the proposal has been approved. We look forward to assisting her.
If you have any questions or concerns regarding her research and you would like to address them with the Research Department, please contact Lebogang Kgongwana on 014 566 1355 or lebogang.rakoma@bafokeng.com

Kind regard

Lebogang Rakoma



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ANNEXURE 5: RLM Research Approval Letter

RUSTENBURG LOCAL MUNICIPALITY	
DIRECTORATE: CORPORATE SUPPORT SERVICES	
UNIT: HUMAN RESOURCES	
MEMORANDUM	
TO: The Municipal Manager	
REF: 4/5/1/2	09 APRIL 2021
REQUEST FOR APPROVAL TO CONDUCT A RESEARCH PROJECT: Miss VINOLIA MANUEL	
Attached is a request for approval from the above-mentioned master's Student from the Independent Institution of Education to conduct a research in Rustenburg Local Municipality and submit a dissertation to fully qualify as a graduate.	
According to the motivational letter from the student the study will be conducted around the following areas:	
• The influence that traditional water government has on the maintenance and decision making process.	
The study will therefore assist the municipality to identify shortcomings within maintenance and decision making processes in water management public sector and offer recommendations for	
[REDACTED]	
TRAINING & DEVELOPMENT	
[REDACTED]	
DIRECTOR, CORPORATE SUPPORT SERVICES	
Ms Y. Robuji	
Approved/ not approved	
Comments:	
<i>Please provide report after completion</i>	
[REDACTED]	
MUNICIPAL MANAGER	2021/04/19 DATE
Mr V. Makona	

ANNEXURE 6: Research interview Questions Sample

What is the relationship between Rustenburg local municipality and Royal Bafokeng regarding water management?

Rustenburg local municipality is the Water Services Authority. Royal Bafokeng they started by buying water from Rand water and Magalies water and all this water service providers. We are currently in a process of; they have made an application with Rustenburg to register as a Water services provider. We are currently not servicing them. They are actually serviced by the water boards, your rand water and Magalies water. Therefore, we do not have any relations in terms of the water management in Rustenburg and royal Bafokeng. Therefore, they are managing their own infrastructure and we are managing our own water infrastructure. We are also in the process of taking over their infrastructure upon agreements that the executive mayor and the king have agreed upon. That process has been going on for the past seven years and there as a memorandum, that was signed but nothing has happened. There is still issues between the two that are being discussed. This is the current status in terms of how our relationship is. They are on their own, we are on our own even though we have wards that are within the Rustenburg jurisdiction that we are supposed to be servicing but Royal Bafokeng has taken the responsibility of putting infrastructure wherever they own the land and servicing the community. Therefore, these are current discussions.

What water management systems are currently in place in the shared wards?

We do not have any links to any system, any water management systems that are there. Royal Bafokeng are on their own. They own their own reservoirs, telemetry. We do not even have access have access to them. We have our own water management systems that we are using as a municipality, they also have their own. So currently we are in discussions to take over what they own and combine it with what we have as Rustenburg.

Who is responsible for maintenance?

We do not do any maintenance in RBA wards. RBA is in charge of their own maintenance. They have their own contractors who go out and fix and repair leaks and put in infrastructure in their land. We do not have access to that infrastructure. Maintenance wise, they have their own maintenance plans, and we have our own. They are independent in terms of water management. So only with electricity, Rustenburg does service parts of RBA land.

Is RLM involved in decision making and maintenance in the shared wards?

No. RLM has no say in terms of their water. RBA is within the RLM jurisdiction. We have over fifteen wards that we share that are within the RLM jurisdiction. Out of those fifteen wards, RBA is responsible for servicing, maintaining and providing water to those wards. The infrastructure belongs to RBA.

How do you deal with complaints in these shared wards?

Complaints usually come to RLM. We have created a link between the two parties. There is a link from the call center where when complaints are reported they are transferred to RBA.

Are there any current projects in place to improve water management between RLM and RBA?

There's currently a project that were agreed upon that needs to be implemented before taking over the infrastructure that RBA is currently operating and maintain. We have jointly funded the Master plan, the combined RBA and Rustenburg master plan. That is the water services master plan, so we're in the process of finalizing it. We have appointed consultants to develop that for us. In terms of infrastructure and improvements, RBA has not given Rustenburg the approval even though there are projects we want to implement within RBA wards which is from our water services master plan. RBA does not allow Rustenburg to do that. Funding given to RLM for the shared wards gets redirected to other wards that are within the Rustenburg jurisdiction.

What are your biggest challenges faced with the communities in the shared wards?

RBA has designed their infrastructure where you get neighboring wards. Some wards are divided in two but within the same area. You have Phokeng and Kwa gale that are in the same area but served by different reservoirs. Part of Lefaragatle falls within the Rustenburg jurisdiction and we service it. There are instances where the area that is serviced by RBA is without water and the area falling under RLM has water. This causes residents to query and complain that they're being treated unfairly due to the other areas having water. RBA is also doing water rationing because they want to reduce their water losses due to them not having a revenue collection service in place. So basically, they're providing water for free to their residence. So, the issue is that their demand exceeds their supply, and they have difficulties maintaining their reservoir levels. We have our own water management systems that we use to provide water to those within our jurisdiction. Due to the difficulties face by RBA you find residents asking why they cannot be supplied by RLM and be responsible for paying their accounts with RLM and not RBA. So those are the challenges where residents do not want to be supplied by RBA anymore because RBA only provides them with water for three hours in a day and that is not sufficient.

What services does RLM provide in the shared wards?

In other wards we provide electricity, the electrical infrastructure belongs to RLM. RBA requested that RLM provide electricity to the wards. RBA also agreed that RLM can assist in building RDP houses in the wards, but RLM has not even built one RDP house in the past twenty years in RBA wards.

How is RLM involved in community engagements?

RLM does not engage with the community. RBA has their own councilors called Kgosana's, so they have their own meetings. They have a lekgotla which is your community meetings that they have with the king and such take place every month or twice a month. I'm not sure of the frequency.

How often does RLM and RBA engage in meetings regarding shared wards and which stakeholders are involved?

We've had community unrest within RBA wards regarding water services. Only then will RLM be requested by RBA to come and assist. These are the only engagements that take place and those take place with the community withing the wards and not RBA directly. We have tried to engage RBA for a more collaborative approach and having joint systems to alleviate pressures on their supplying issues, but they have not agreed or come on board. The only meeting we've had in the past six to seven years that I've been working at RLM was when there was community unrest. Meetings regarding collaborations has not taken place as yet. Only the executive mayor and the king have signed a memorandum of understanding that that at some point RBA will hand over their infrastructure to RLM but that was signed eight years ago, and nothing has happened. There's a ceremony twice a year where the mayor and the king renew that MOU, but nothing has happened out of it.

How do you feel about sharing services with RBA?

As RLM we are currently having challenges with water supply, our demand has exceeded our supply. What would assist RLM is having a joining system with RBA. RBA receives water from the same system that provides RLM which is the Vaalkop system. They also take water from the Barnards Vlei which RLM also receives water from. If RLM takes more water, it still affects us because RBA still falls under the jurisdiction of RLM and there are people who reside in the shared RBA wards who suffer whilst we are capable of assisting them. This has caused a lot of tribal tension amongst the community of Rustenburg where others call themselves the Bafokeng and others the Bakwena and others are regarded as superior as they have all the services they require, and others don't. I would be happy if the two systems can be combined as one.

Do you think there's a role for traditional water governance in water management?

I've seen where you have too many centers of power within a jurisdiction like Rustenburg. In Rustenburg you have your Impala mine, your Anglo mine, your Glencore mine, your private farmer, your agriculture sectors, that are provided or serviced by Rand water and Magalies Water. In addition, you have residents that are serviced by RBA. My belief is to have one center of power where all resources are distributed rather than having multiple and ending up in situations where you are unable to control or measure your successes due to one party deciding to take decisions that don't favor the rest. If there is one decision maker then well know that if one is affected, everyone else in the jurisdiction will also be affected by the decision.

Would you recommend that this be practiced in other municipalities?

I would not recommend that traditional authorities be given the power to provide services to residents. As the municipality is the WSA, they should be given the power as outlined in the water services act rather than dividing services with traditional authorities. Municipalities should be the Water Service authority and should be providing services within their jurisdiction.

Should traditional authorities be given the opportunity to act as a WSA?

No. I don't think they should be given the opportunity. It's like saying you want two governments within a country or having two presidents. There won't be control in terms of what needs to be done for all within the jurisdiction of the municipality.

Do you think RBA is capacitated to take on duties that are usually solely performed by RLM as the water service authority?

No, RBA are having difficulties in terms of maintenance. RBA water losses are at 60% based on the last report. RBA are still using pit toilets and there's no full water cycle within RBA areas where you have your sewage collection or treatment plants. Whatever is pumped into RBA does not get recycled back into the system. So, if Bafokeng was capacitated and had the resources, they would have state of the art infrastructure that would prevent water losses and for recycling water, basically a system that is sufficient in providing services to their residents. They are currently unable to provide services to their residents and I think RBA should be handing over their services to RLM to assist.

How do you think the relationship can be improved between the institutions?

I think the only the only thing is collaboration. RBA is regarded as one of the private landowners. We are a state, so there is funding that we get from state coffers which can assist to enhance services within the shared wards and to give residents better services. RBA depends on shares that they have in the mines. They also depend on the price of platinum and all the other minerals that owned by RBA. I think one of their financial reports outlined the difficulties that RBA is currently having where the share price of platinum went down drastically, and they actually lost over 70% of revenue because of their shared collection from mines in which they have shares. That has affected services which led to them having to retrench 60% of their staff. They are dependent on contractors, and they've went for cheaper labor and that has affected their infrastructure. The shared wards that RBA is servicing you would notice that the infrastructure has deteriorated, and residents have started complaining of not having water for as long as a month. That is a violation of human rights and I believe that we as RLM having such resources that the state provides to us can actually enhance the services that are with and assist RBA. Not taking over their land but assist the residents within the shared wards and provide better services. RLM has been at the forefront when it comes to reaching out to RBA.

Do you think sharing responsibilities with RBA alleviates RLM service delivery pressures?

No, it's not relieving any pressures but instead adding to it. The shared wards are one of the crises we are currently experiencing in Rustenburg. The community unrest is taking place in the shared wards. There is an area called Tsitsing that is serviced by RBA and the community can attest to the fact that they only had water around twenty times in a year. The community has actually complained and RLM would have to respond by reminding them that the area is serviced by RBA. RLM does not have the authority and water is supplied by RBA. These community unrests result in roads being blocked which provide services to Rustenburg therefore affecting RLM. So, the entrance of Rustenburg is blocked by the community that is serviced by RBA. RLM ends up providing those services through water tankering so that they can open the roads so that RLM residents not in RBA wards can have access to Rustenburg or whatever services they require.

Is the community aware of the agreement between the institutions?

Yes. We received a petition from the community in Phokeng, Masosobane. The community wants to be supplied by RLM and is willing to be billed for water provided just so that they have access to water every day. RBA is currently not billing residents for water. RLM has taken the memorandum of this community to RBA and as a municipality is willing to take over services. RLM cannot build infrastructure on land owned by RBA making it difficult to exercise our authority as the WSA to provide services mandated to us by government. The municipality is governed by laws, the MFMA, the Municipal system, which states that in order for the municipality to erect infrastructure the land should belong to them. This makes things difficult for us as we need approval from RBA.

Since RLM is the only party reaching out, what can RLM do differently to improve the relationship with RBA?

The RLM and RBA issue requires high level intervention in terms of changing and amending the constitution. The reason we have shared wards is because the land belongs to RBA and for RLM to implement or take over and build infrastructure means that we are saying we own the land. We can formalize settlement within their wards which is something they do not want. They want to be sole owners of the land which belongs to them. Residents within the RBA shared wards do not have title deeds, the title deeds are still under RBA and the land still belongs to the Traditional council. This makes things difficult as there was a time that RLM wanted to assist by building a reservoir, but the land belonged to RBA. They were not even willing to sell the land to RLM. We had to relocate meaning we had to build a longer pipeline which was costly for RLM. That in itself shows there is no relations in terms of providing services to residents within the jurisdiction of Rustenburg and that RBA is not willing to let go of the land. So, unless we go into a discussion of land expropriation which is going to cause another issue. If RLM erects infrastructure without RBAs permission, they have the authority to remove it as the land belongs

to them. RLM is more willing to have a collaborative approach that can work for the residents within the jurisdiction.

How does RLM manage to develop plans for areas in the jurisdiction, such as your IDPs if there's no meetings between RLM and RBA?

Within the shared wards, RLM is still given the mandate to provide services. RLM does not exclude the shared wards in terms of funding and budgeting. RLM reallocates the funding to other wards if RBA doesn't agree to implement projects.