

**LEADERSHIP AND GOVERNANCE PERSPECTIVES IN LOCAL GOVERNMENT  
ADMINISTRATION IN SOUTH AFRICA: LIMPOPO PROVINCE.**

**BY**

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**TO WHOM IT MAY CONCERN**

This is to certify that I have edited and suggested amendments to the doctoral thesis of Mr E Mavhivha, as well as his article suitable for publication. The thesis is supervised by Professors Brynard and Kuyc. Any financial assistance to the candidate to cover the cost of editing would be greatly appreciated.

Yours faithfully

  
Professor Rosemary Gray



## DECLARATION

I, **Elphus Mavhivha**, do hereby declare that:

**Leadership and governance perspective in local government administration in South Africa: Limpopo Province**, is my own work in conception and execution and that all the sources I have used have been acknowledged by means of direct and indirect references.

- This thesis has not been submitted before for any degree or examination in any other university.
- No part of my first two Master's degrees from the University of Pretoria (1995 and 1998) has been utilized for this thesis.

A handwritten signature in black ink, appearing to read 'E. Mavhivha', written over a dotted line.

E. MAVHIVHA



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## ABSTRACT

The study of this thesis was undertaken as a result of poor service delivery in communities which have fallen prey due to leadership which lacks knowledge and leadership skills in the Limpopo Province of South Africa. The study was conducted through literature study as well as governmental documents such as White Papers and Acts. To supplement the literature study in this thesis, the empirical research was conducted in Vhembe District Municipality and its four local municipalities namely Makhado, Musina, Mutale and Thulamela.

In this study, literature study indicated that more appropriate leadership for the developmental local government should be visionary and charismatic leader, strategic leadership, builder of its capacity to make policy judgements, respected leader, accountable and transparent leader, development leadership, builder of partnerships and coalition, interests, a leader with relationships with private sector, demonstrator of value of money, an outdoor person and good communication.

Regarding governance, literature study indicated it clearly that for municipalities to succeed in their activities the governed people (communities) should be actively involved in municipal activities. Communities in their respective residential areas know their precise needs. Hence, they should be involved in the planning of municipal activities so that they could be part of the decision making.

Empirical study also indicated that lack of knowledge and skills of leadership skills and governance of municipalities are the main reasons for poor service delivery in the Limpopo Province because rules and legislations to provide guidelines in the governing of municipalities are in place. The knowledge and skills of how to implement these legislations to the fullest is lacking amongst both political and administrative officials.

Therefore the following recommendations were put forward to improve the situation in the



municipalities. The study recommends that the National Government should establish a White Paper on the implementation of governmental policies and acts in anticipation so that this could force both political and administrative leadership to enforce these policies effectively. The study also recommends that the practice of political appointees should be done away with immediately because this undermines the requirements of the post and the capacity and relevant skills required by particular post. A minimum qualification requirement of Grade 12 was recommended, as this qualification will enable councillors to be in a position to study municipal by-laws and legislation with understanding. The study recommends that Ward Councillors should visit their villages in their wards in order to reduce the disruptive protests that are taking place in South Africa. The study suggests that community involvement in municipal activities should not only appear on paper, but should be effectively implemented. Furthermore, the study recommends that political parties should strengthen their branches by electing dedicated and committed members to executive positions of their branches so that the counsellors could have people who are to accountable in their duties and responsibilities. The study then suggests that councillors who held executive positions in their branches before they are appointed as councillors should relinquish such positions since they cannot perform two functions at the same time. The study recommends that councillors educate residents in rural areas to pay for the services rendered, because no service could be rendered to people who do not contribute to municipal service expenses. The study concludes by recommending further research on the effective capacity building of both political and administrative officials to show how capacity building could be conducted for the improvement of service delivery in municipalities of South Africa.

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