REPORT ON CONSTITUTIONAL VALUES AND PRINCIPLES ADVOCACY CAMPAIGN IN TERMS OF SECTION 196(4) (a) OF THE CONSTITUTION

LIMPOPO PROVINCE

2018

PUBLIC SERVICE COMMISSION
Vision

A champion of Public Service excellence in democratic governance in South Africa.

Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by -

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.
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<td>Ethical Foundation of Ethical Leadership Excellence</td>
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<td>CVPs</td>
<td>Constitutional Values and Principles</td>
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<td>Commissioner</td>
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EXECUTIVE SUMMARY

A need for the Public Service Commission (PSC) to promote the Constitutional Values and Principles (CVPs) as set out in section 195 (a) of the Constitution of the Republic of South Africa in terms of section 196 (4) (a), has been an overlooked area since the inception 1996. Despite challenges that the PSC as an Office might have experienced, which led to this function being overlooked, might have impacted on many areas within the public service. Several attempts have been made to kick start the project, but challenges like capacity have always made this function a big elephant to chew. The escalation of challenges and the increase in allegations of service delivery, made PSC to reconsider this critical aspect of CVPs promotion.

The PSC has over the years developed different tools in attempts to evaluate the CVPs but less emphasis was placed on the actual promotion until 2016 when a decision was taken to “eat the elephant” in chunks. A process to engage stakeholders on how the promotion and evaluation of CVPs can be approached was initiated. Several inputs were received from the stakeholders during a round table discussion held at UNISA in 2016. It was realised at the time that the promotion of CVPs cannot be limited to principles listed under section 195(1) of the Constitution, but must include all other principles and the values enshrined in the Constitution, especially the Founding Values in section 1 of the Constitution. This resulted in a process of conducting series of workshops with the executives nation-wide as a pilot and as part of familiarizing them with the CVPs, but at the same time “assessing” if there was an understanding of what CVPs are all about.

The Limpopo Office took a decision to use the pilot earmarking executives as a start of the actual advocacy campaign towards promoting the Constitutional Values and Principles, and in 2016 to extend it to all Senior Management Services (SMS) members in the provincial government departments. This approach was taken as part of addressing some of the gaps relating to 96% of SMS members being demoralized as identified in the PSC study conducted in 2016 on Audit of Qualification for SMS members, including Heads of Departments in Limpopo. The CVPs were considered as a vehicle to assist in revitalized senior management and reminded of their role as employees within the public service. A total number of 480 senior managers were engaged on CVPs, and their positive response and findings led to a decision to further roll the advocacy campaign to the lower levels within the Limpopo Provincial Administration.

A provincial launch of CVPs sponsored by Standard Bank of South Africa was hosted on the 07 September 2018. A pledge to uphold the CVPs was also signed by representatives of the Limpopo Provincial Government, Judge President of the High Court in Limpopo; Members of the Limpopo Provincial Legislature; Institutions Supporting Democracy; Limpopo Director General and Heads of Departments; SALGA, Labour unions and civil society. This report outlines the approach used during the advocacy campaign earmarking Middle Management Services (MMS) members, the funding model used, findings and recommendations relating to issues that the Limpopo Provincial Administration would have to attend to as part of improving compliance with CVPs.
PART A: INTRODUCTION AND PURPOSE OF THE REPORT

1.1. INTRODUCTION
The PSC is mandated by the Constitution (1996) to carry out particular functions with regard to the values and principles contained in it. In particular Section 196 (4) (a) mandates the PSC to promote the values and principles throughout the Public Service. The NDP further affirms the importance of the CVPs in society (social cohesion) and the PSC’s role of promoting the CVPs in building a Capable State. Furthermore, Chapter 2 of the Public Administration Management Act (2014), emphasises the importance of values-driven public institutions in building a Capable State. And finally the White Paper on the transformation of public service delivery (Batho Pele) also gives the importance of the CVPs.

The promotion of CVPs is considered as the cardinal aspect in contributing toward both a values and rules-driven public administration, and as a critical tool in making society aware of what to expect from the public administration in order to hold government responsible.

1.2. PURPOSE OF THE REPORT
The purpose of this report is to present the findings and recommendations emanating from the workshops, and to provide a realistic view regarding challenges that would make it impossible for the PSC to meet its mandatory obligations to promote the CVPs within Limpopo province.

The report would lastly indicate the extent to which the PSC in Limpopo has been able to ensure that there is a shared and common understanding of the CVPs within the Limpopo public administration, against all odds

PART B.: STRATEGIC OVERVIEW OF THE PSC

CHAPTER 1: GOVERNANCE, CAPABILITIES OF THE PSC AND ITS OFFICE

In terms of the Constitution of South Africa (1996), The PSC is considered as one institution, comprising 14 Commissioners, five at national office, and nine commissioners based in each province countrywide. All commissioners are appointed by the President and use Governance rules as a guide to deal in carrying out their duties.

The Limpopo Provincial office is under the leadership of Provincial Based Commissioner: Mr TG Mashamba, who supported by the Office of the PSC with a total number of 10 officials. As a representative of the PSC, he is responsible for ensuring that all the functions as stipulated in section 196 of the Constitution of South Africa (1996) are performed in the province. The PSC annual workplan, is applicable to provincial offices which execute both nationally and provincially initiated projects.

Out of the 10 officials within the Office of the PSC in Limpopo Province, five of them (Director, 4xDeputy Directors) are the only one expected to implement projects that have been identified both at national and provincial levels as part of assisting the Commissioner to execute the functions of the PSC as stipulated in section 196 of the Constitution of South Africa. The provincial set-up can be considered as a replication of the work done at the national office, the only difference being that only one Commissioner with five officials expected to service twelve provincial departments including all other provincial government entities (on request), which amounts to overload of work and thus results in some projects having to be put on hold.

All work in the province is Commission led, in line with the PSC governance rules, and the project on promotion of CVPs, is no different.
PART B: SECTION 196 (4) (A)

CHAPTER 2: PROMOTION CONSTITUTIONAL VALUES AND PRINCIPLES

Since 2016 the PSC in Limpopo has, in accordance with section 196 (4) (a), embarked on an explorative and revitalisation journey of its work around the CVPs, consequent upon the findings and inputs received from stakeholders during the PSC round table discussion on the same topic, in 2015. The focus of this venture has mainly been on Promotion of the CVPs, sensitising the provincial departments about the intention of the PSC to conduct evaluation of departments’ compliance with CVPs by all the provincial departments.

2.1. OBJECTIVES OF THE CVPs PROMOTION

- To promote the internalisation of values and principles by public servants with the intention of changing their behaviours and attitudes.
- To build a cohort of public servants that embrace the democratic values and principles enshrined in the constitution.
- To promote good governance in the public service.
- To establish common and shared understanding of the CVPs between the Limpopo provincial administration and the PSC’s expectations prior to conducting evaluations.

2.2. PROMOTION OF CVPS 2016 (SMS MEMBERS) AND 2018 (MMS MEMBERS)

The importance of the values and principles governing public administration in the Public Service is two-fold: they underline what public service represents and set out what the public can expect from public administration.

The fact that only nine principles are listed in section 195 and that the values and other principles governing public administration are found in other sections of the constitution, it results in founding values in section 1 often overlooked. The founding values and the values and principles governing public administration should always be read in conjunction and both sets of values (and principles) form the foundation of the public service.

Below are the Constitutional Values and Principles:

2.2.1. THE CONSTITUTIONAL VALUES AND PRINCIPLES (CVPs)

Below are the Founding Values in terms of section 1 and principles governing the public administration as stipulated in section 195 of the Constitution of South Africa (1996):

a) Section 1 of the Constitution provides an elaborate set of founding values. Adherence to these founding values would ensure that South Africa is a sovereign, democratic state. These values are:

- Human dignity, the achievement of equality and the advancement of human rights and freedoms.
- Non racialism and non-sexism.
Supremacy of the Constitution and the rule of law.
Universal adult suffrage, a national common voters’ roll, regular elections and multi-party system of democratic government, to ensure accountability, responsiveness and openness.

b) Section 195 (1) of the Constitution outlines the following principles that should govern public administration:
   - A high standard of professional ethics.
   - Efficient, economic and effective use of resources.
   - Public administration must be development-oriented.
   - Services must be provided impartially, fairly, equitably and without bias.
   - People’s needs must be responded to, and the public must be encouraged to participate in policy-making.
   - Public administration must be accountable.
   - Transparency must be fostered.
   - Good human-resource management and career-development practices, to maximise human potential.
   - Public administration must be broadly representative of the South African people.

2.2.2. APPROACH USED TO PROMOTE CVPS

The PSC has an extremely limited budget to fulfil all its mandatory obligations, and there’s no be funds available for the promotional work associated with CVPs. The PSC in Limpopo took a decision to partner with all provincial departments and other stakeholders like Greater Tzaneen Municipality, and Standard Bank of South Africa through Provincial Treasury.

The basis of partnering with these departments and other stakeholders is in terms of section 196 (3) of the Constitution of South Africa, which provides that -“Other organs of state, through legislative and other measures, must assist and protect the Commission to ensure the independence, impartiality, dignity and effectiveness of the Commission. No person or organ of state may interfere with the functioning of the Commission”.

Provincial departments are requested to fund the logistical arrangement like catering, with the PSC responsible for organising a provincial government owned venue for free, and facilitation of the workshops.

The method is interactive, posing of questions relevant to the CVPs instead of adopting an information session approach. The delegates are requested to read the CVPs aloud in one accord in an attempt to make it memorable. Presentations are conducted by the Provincial Director and Deputy Directors as part of providing support to the Provincial Based Commissioner.

All delegates are given letters to confirm that they have attended the CVPs workshops and are aware of the role they have to play as part of contributing towards complying and upholding the CVPs.
2.2.3. WORKSHOPS ON CVPS EARMARKING SMS AND MMS DURING 2016 AND 2018.

During September until October 2016, a total number of 480 Senior Management Services (SMS) members from all the 12 provincial departments in Limpopo were engaged during eight (8) workshops on CVPs, and letters of attendance were issued to each SMS member. SMS members and HoDs were edged to ensure that the information regarding the CVPs is cascaded to the lower level employees in a form of workshops, in preparation for the evaluation of CVPs which will commence in 2019/20.

Towards the end of the 2017/18 PSC initiated a pilot project to evaluate all Departments of Social Development nationwide. It was during the process of introducing the project and engaging with the interviewees that the PSC in Limpopo discovered there hasn’t been engagement by senior managers with lower level employees, to capacitating them to understand CVPs in relation to their work, in particular middle and junior managers.

This led to a decision by the PSC in Limpopo to conduct workshops for all Middle Management Services (MMS) members and Assistant Directors in all the Provincial departments. The promotion campaign commenced in June 2018 until September 2018, and a total number of 17 workshops were held, and 16 of them conducted with 701 middle managers from 10 departments, and an additional one (1) requested “refresher workshop” with senior managers from Limpopo Provincial Treasury.

The Limpopo provincial departments engaged are:

- Community Safety (MMS- 1 session);
- COGHSTA (MMS- 2 sessions);
- Economic Development, Environmental Affairs and Tourism (MMS- 2 sessions);
- Office of the Premier (MMS- 2 sessions);
- Provincial Treasury (MMS-2 sessions);
- Social Development (MMS- 1 session)
- Health (MMS- 2 sessions)
- Sport, Arts and Culture (MMS- 2 sessions)
- Transport (MMS- 2 sessions)
- Provincial Treasury “Refresher workshop” (SMS- 1 session)

The attendees raised a lot of issues which they considered as contributory towards non-compliance to CVPs. The Limpopo Provincial Office of the PSC has planned for a series of workshops for the third quarter of the financial year 2018/19 with the following stakeholders:

- **Middle Managers** in the Department of Agriculture on the 15 and 16 of October 2018– Funded by department.
- **Assistant Directors** in all provincial departments – October 2018 until December 2018 – funded by departments.
- All provincial departments’ Monitoring and Evaluation; HRM; Transformation practitioners, and Planners – October 2018
- All Limpopo Provincial Legislature Members including Executive – November 2018 – Funded by Legislature.
- SALGA - All District and Local municipality Mayors – November 2018 – Funded by Standard Bank
- All Provincial Heads of Departments and Municipality Managers – November 2018 – Funded by provincial departments

The PSC has been trying to secure a slot to workshop MMS from Limpopo Department of Education on several occasions, but no date was set since June 2018 despite promises to so. Follow-ups will continue to be made despite the non-response.
PART C: FINDINGS AND RECOMMENDATIONS

CHAPTER 5: FINDINGS BASED ON RESPONSES BY SMS AND MMS REGARDING KNOWLEDGE AND COMPLIANCE WITH CVP

5.1. FINDINGS

Presentations during the session were focusing on whether the delegates knew what the PSC is, and what the constitutional values and principles were, before establishing their understanding of each CVPs. The findings for the sessions held with SMS and MMS provincial departments’ employees were as follows:

- Approximately 95% of both SMS and MMS members didn’t know what the PSC is, neither were they aware of the chapter in the Constitution from which it draws its mandate. They didn’t know anything about the CVPs.

- There was also lack of knowledge of the mandate, vision and mission of the departments which was considered a serious concern. In cases where there was knowledge of the mandate and/or the vision and mission, the delegates mostly at MMS level, could not explain the meaning of the concepts like social cohesion.

- In relation to the understanding of the CVP and how they are it is applied in their departments, there was a general view by both SMS and MMS that compliance with CVPs is lacking due to employees not being aware of them, even the political office bearers. During the discussions the following were issues identified as challenges that would need to be addressed by the Limpopo Provincial Administration in order to contribute towards compliance. The findings have been grouped in terms of the CVP they relate to:

  - CVP on **high standard of professional ethics** was considered a non-existent principle, and for example allegations of:
    - non-conformity to the code of conduct was indicated, wherein
    - Absence of a provincial dress code policy, and
    - late coming with impunity in all departments.
    - Irregularities mostly in SCM from Executive Authorities level and senior management level, cascading down to lower levels.

  - The principle on public administration must be development oriented, for example, allegation of:
    - Lack of database and/or information indicating the extent to which the mining sector is ploughing back to the community.
    - that there was no clear feedback loop by national departments within the province on projects that are being performed in the province, due to very poor intergovernmental relations.

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1 The percentage was calculated based on the number of SMS and MMS members who responded to the questions since each delegate was asked the same question during the session.
- the EPWP is actually not development-oriented since communities are not given projects to perform due to appointment of service providers who in most cases bring along their employees

  - The principle on **efficient, economic and effective use of resources** was the most deliberated and was identified as a major contributor towards poor delivery of service, due to:

    - Inflation of prices by the service providers.
    - Purchasing of bulk items which are not utilized and “white elephants” like mobile libraries without nobody held accountable.
    - Non implementation of recommendation on over and under expenditures by Executive Authorities with no action taken by the Premier as the PFMA prescribes despite reports being issued on a quarterly basis.
    - Officials appointed on contact to assist departments on specialized fields being withdrawn and placed in municipalities as part of “saving the sinking” municipalities which affect the work that these people in departments.
    - Infrastructure project budgets being controlled by both Education and Health with Public Works as the implementing agent, leading to delays in the delivery of services.

  - The principle on **Service delivery must be provided impartially, fairly, equitable without bias** was found to be the principle that the province would comply with considering the high expenditure and low achievement of planned targets in the annual plans, and this was attributed to:

    - Poor planning which results in funds being spent towards the end of the financial year on things that are not budgeted for and or related to targets in the annual plans.
    - Strategic planning sessions being considered to be an “outing” to comply with requirements to having held one, complied with no dissemination of information to the lower levels on what is expected of them as the leadership.
    - Poor intergovernmental relations between provincial departments, national departments and municipalities,
    - Silo approach was highlighted as the bigger threats in the provincial departments and considered to be having a negative impact on the implementation of projects by the “core” function departments like Education, Health and Public Works, Roads and Infrastructure.
    - Political interference in the appointment of service providers which impact negatively on service delivery.
    - Reactive approach to crises experienced by departments.
    - Non-commitment by senior management in delivering the projects on time.

All these are said to be inimical to the provincial departments’ ability to respond to the needs of the people.
The principle of accountability was considered as one of the most not complied with within the province, for example:

- Lack of communication of strategic information by both the Executive and senior managers to assist the employees in the department to understand the direction the institution is taking.
- Indecision by Executives, HoDs and senior managers which affects the lower level employees, leading to non-implementation of consequence management even when the contravention of prescripts has been identified and reported on.
- Rank consciousness by senior management and delegation considered to be causing delays in the finalization of projects on time, because senior management and HoDs take more than two months before signing documents leading to unnecessary delays in the delivery of services and contravention of relevant prescripts and CVPs.
- "Rule by fear" and victimization by Executive Authorities, HODs and senior management (for MMS).
- Bias and favouritism by EAS and HODs in their dealing with employees.
- Very poor inter-governmental relations between the provincial departments, municipalities and national departments in the province.
- Officials from the provincial departments often finds it difficult if not impossible not at times allowed to perform their duties in municipalities and or national departments within the province.
- The province said to be facing challenges in obtaining reports on work done by the national departments in the province due to poor intergovernmental relations.
- Poor relations between municipalities and certain provincial department like COGHSTA and Provincial Treasury, resulting in municipalities "refusal" to take advice from provincial departments.

Transparency was considered as a non-existing phenomenon from provincial departments, with the following highlighted:

- The Executive Authorities were allegedly not meeting with the employees
- Information from senior management was not being cascading down to the lower level employees, resulting in certain decisions affecting their work not implemented as required, and irregularities.
- The information in the provincial department websites is only in English, which means that not all members of the public are able to access information to enable them to hold government accountable.

The principle on public participation, was generally considered as an area that the province can improve on, and the following was highlighted:

- The Public is mostly engaged in English and not in the language they understand;
- The sessions are usually held during working hours which means most of the people who were going to participate would be at work;
- Political office bearers usually engage the public and make promises without first checking with the administration arm of the department if such promises were achievable, and thus sometimes results in service delivery protests.
- Some departments like Provincial Treasury (both SMS and MMS) were under the impression that they are not supposed to conduct public participation until it was established during the discussion that the Budget Guide requires the Provincial Treasury to engage the public regarding the processes followed in allocating the budget.
- There are departments that have never had public participation, citing financial constraints
- There were allegations of avoiding certain areas of the communities which were considered as “hotspots” due to service delivery issues.

  - The principle of **Good human resource management, career development practices to maximize human potential**, the following were cited as challenges:
    - Random transfers of officials by the executive authority, without consideration of skills and expertise,
    - victimization of employees leading to suspensions in relation to irregular appointment of service providers.
    - Haphazard training of officials without consideration of their PDPs or the areas that would assist the department to address its gaps.
    - Allegations of employees being bullied by HoDs and not being provided space to provide inputs.
    - Political interference on filling of vacant posts which resulted in some department not filling posts for a period of a year pending on a go ahead from the Executive authorities.
    - Allegations of posts being put on hold by HoDs and appointments resulting in incumbents with irrelevant qualifications for the posts, occupying at a supervisory positions.
    - Allegations of lack of skills at senior management level due to wrong deployment.
    - Knowledge Management not an area that is explored.
    - Organisational structures (in all the sessions) were considered to be thumb-sucked focusing mainly on filling positions at senior management, and the term “funnel structure” was used to illustrate the extent to which position at senior management level are prioritized and not at lower levels where the actual work is done.
    - Approximately 90% of MMS indicated that they were demoralized and awaiting the decision by the MPSA on retirement cut-off age, in order to exit the public service.
    - Mentoring and Coaching were considered as a non-existence, resulting in the provincial administration appointing former employees as consultants and/or service providers for work that people have been higher to do.

  - The principle that Public administration must be **broadly representative of the South African people**.
    - There was a general agreement that Limpopo Provincial administration is black dominated, but it was considered acceptable, despite the fact that due to lack of skills, whites are appointed back in the system as consultants or service providers, which cost more than retaining them in the system.
In addition to the 25 workshops conducted with both senior and middle management, an additional two workshops were held with the University of Limpopo (UNIL): Public Administration post graduate students; Greater Tzaneen Municipality Director and managers; and participated in the Ethical Foundation of Leadership Excellence conference (EFLE) and the following were the findings:

- The students at the UNIL: Public Administration were aware of the PSC but didn’t know about the chapter in which the PSC obtain its mandate.

- The students were also not aware of the CVPs, neither have they heard anything about the Public Service Act, which was an indication of the type of public service cadre being produced at the institutions of higher learning, like in University of Limpopo.

- The Directors and Managers at Greater Tzaneen Municipality were not aware of either the PSC, the chapter in the Constitution mandating the PSC to perform its function, and very few (less than 5 of the 30 plus) were aware of the Constitutional Values and Principles.

- There was an admission by the municipality officials that there is only reference to chapter 7 of the Constitution of South Africa but no reference to the CVPs at the municipality level. This was considered a critical gap to be addressed since it would assist the municipalities in aligning their work to the CVPs as the main impact statements. The following were points and challenges raised in relation to the CVPs:

  - **High standard of professional ethics**, was considered at the lowest level, with implementation of prescripts being considered as inconsistent, and code of conduct not conformed to, with the municipality having no dress code policy in place.

  - **Efficient, economic and effective use of resources** was considered the main challenge, citing issues relating to funds being spent on "unfunded mandates", due to municipalities’ mayors making promises to the communities without checking the plans.

  - **Public Administration must be development oriented**, this principle was considered very crucial not only at programme and project management implementation level but also for employees, who were considered to be not development oriented.

    - It was indicated that due to the municipality not having water authority status, communities have to be serviced by service providers residing outside of the municipality boundaries, which affects the delivery of services and is also costly.

  - **Services must be provided impartially, fairly, equitably and without bias** had been considered a challenging expectation due to the following issues:

    - District municipality centralizes the “authority status for water” which assist in controlling appointment of service providers, and the lack of delays provision of services.

    - Lack of integration of the provincial departments’ annual plans and the municipalities IDP.

    - Non-registration of municipality state properties by the provincial Department of Public Works, Roads and Infrastructure, which results in poor collection of revenue.
Public participation require immediate attention in light of the increase in service delivery protests because of the dysfunctional municipality structures.

The EFLE conference on Ethical Leadership, highlighted a gap that exists to educate the public on the CVPs which the delegates felt was also not known by the executives in the province. The lack of programmes by the SABC on civic education was highlighted, as one of the main contributors of lack of civic education on CVPs.

**CHAPTER 9: RECOMMENDATIONS**

In all the engagement held, it was acknowledged that there is a need for the PSC to engage the stakeholders on CVPs in order to sensitize the public servants on the expectation from the public and to assist the citizens of Limpopo to be made aware of the role they must play in holding the government accountable. The following are the recommendations:

- **Limpopo Provincial Administration** to identify trainers that will be trained by the PSC to further roll-out of the CVPs workshops to the lower level by March 2019.

- **Office of the Premier** to engage the SABC on the approach to be used in order to educate the Limpopo citizens on CVPs by December 2018.

- **Office of the Premier** to ensure that the signed CVPs provincial pledge and the CVPs poster are displayed in all government buildings by December 2018. Inspections by the PSC to be conducted from January 2019.

- **Office of the premier** to ensure that CVPs are included as part of the recruitment and selection process within the province with effect from January 2019. The Office of the Premier to issue a circular to all departments requiring them to include questions relating to the CVPs during interviews.

- **Office of the Premier** to develop a provincial dress code policy in line with the code of conduct in the public service, that would be used by all sectors within the public administration, including educators by March 2019.

- **Office of the Premier** to develop a guide that will clearly indicate the inter-governmental relations between the provincial departments and the local government municipalities, with clear SLAs and monitoring approach to be used by March 2019.

- **Office of the Premier** to spearhead the reviewing of approaches to be used in conducting public participation, to include all languages, and different form of stakeholder engagement other than the imbizos by March 2019.

- **Provincial Treasury** to identify an amicable approach that would allow the department to conduct public participation as part of implementing the budget guide regarding the processes followed budget allocation and to use the engagement as part of verification of work that provincial departments claim to have done.

- **COGHSTA** to conduct empowerment session for the municipality councilors in the community on how to disseminate information relating to challenges, or progress on issues raised or being attended to by the municipalities by March 2019. (Municipalities to report to COGHSTA, SALGA and copy PSC).
Office of the Premier to submit a report to the PSC on actions taken against Accounting Officers regarding over or under expenditure as part of **implementation of recommendation by Provincial Treasury** in line with the PFMA by December 2018.

Office of the Premier to organize **sessions for Members of the Executive Council to engage their departmental employees** at SMS, MMs and Junior management, **facilitated by the PSC** with effect from November 2018 until March 2019.

Office of the Premier to consolidate a report for all departments in response to all the issues raised under the principle of Good Human Resources, Accountability and Public Administration must be development oriented.

**CHAPTER 10: CONCLUSION**

The total number of 1181 provincial departments’ employees engaged, plus the 30 plus municipality employees, admitted to having benefitted from the session, but pleaded with the PSC to assist in transforming the Limpopo provincial administration since being "rules by fear" was the order of the day.

There was a general consensus that Limpopo Provincial administration is not value driven but rule driven and a need promotion the CVPs was of utmost importance as it clarifies how and towards what goals are public servants serving the public for.

There was an outcry from the students in University of Limpopo, for the PSC to be included in the orientation programme and symposium of all student, in order for them to understand what they are studying for versus what would be expected of them after completing their studies.

**ACKNOWLEDGEMENT**

The PSC would like to acknowledge the **Limpopo provincial departments** for the continuous support and also assisting the PSC to perform its duties without fail. Special acknowledgement and word of gratitude to **Standard Bank of South Africa** for the financial sponsor which assisted in launching the CVPs, and further workshops which would be held with Members of Legislature, Mayors and speakers of municipalities. Word of acknowledgement and appreciation goes to **all the senior managers and middle managers from the 10 departments** who participated in the CVPs workshops held since 2016.

Lastly word of appreciation and acknowledgement goes to **Team PSC in Limpopo**, under the leadership of Commissioner TG Mashamba supported by Ms Thembekile Makhubele: Provincial Director, Ms Tebogo Seabi: PA to the Commissioner, Advocate Shadrack Nkuna: Deputy Director and Mr Bongani Ndlovu : Deputy Director for the hard work put in making all promotion of the CVPs through workshops, and the launch a huge success **despite financial constraints**.