

OCTOBER/NOVEMBER 2009

# PUBLIC SECTOR

## EXCELLENCE AWARDS

IN ASSOCIATION WITH



BRAND LEADERSHIP  
ACADEMY



APPEARING IN

**Sunday Times**

**Sowetan**

**SARS takes  
top honours** PAGE 3



**SA's most popular  
leaders** PAGE 4



**Top 5 campaigns**  
PAGE 5



October/November 2009

MARGARET HARRIS

**M**OST excellence awards list organisations as the recipients, but in every category it is the ordinary men and women who make the organisations shine.

Enver Groenewald, general manager: advertising revenue and strategic communications at Avusa Media, says these ordinary people in all spheres of government get on with the job of making sure South Africa is a working democracy.

"They are tasked with the most extraordinary of responsibilities — that of social and economic redress and development within an environment of limited resources and many have proved to be more than equal to the task. Without their efforts, our young democracy would be nothing more than a husk, and the departments and institutions nothing more than edifices to profligacy. Thankfully, that is not the case. It is the ongoing efforts of these individuals who give rise to the awards featured in this publication and we applaud their dedication and excellence in service."

Thebe Ikalafeng, founder of the Brand Leadership Academy and creator of the Public Sector Excellence Awards, says: "There's a clear shift in how governments, state-owned agencies and non-profit entities engage with their stakeholders. To remain relevant and supported, they are learning the best of the private sector — efficiency, accountability and delivering on promises — while retaining the most noble of the public sector — making a difference in the lives of its customers, the citizens."

He says the awards celebrate the excellence in the public sector. "Rather than focus on the negative, here's an opportunity to start recognising, celebrating and inspiring excellence in the public sector and positively engaging with its customers, the tax paying citizens of South Africa, and how government can and often uses the power of marketing and branding to positively shape public opinion and perception of its performance."

Groenewald says SA's media play an important role in promoting debate in the public domain and reporting on policy changes and their effect on society.

"The most successful government departments are invariably also those who have a constructive and healthy relationship with the media."

Groenewald says that the public sector would benefit from



Picture: JEREMY GLYN

IN PRINT: Enver Groenewald says the most successful government departments are those who have a constructive and healthy relationship with the media

## Extraordinary people

*Citizens have a right to know what the public sector is doing*

taking lessons on branding from the private sector.

"There is a reason private-sector brands are successful. They know they need to speak to consumers in the way that resonates with them. In the context of service delivery the public sector needs to maintain consistent communication, but

communication that is not in government speak," he says.

Ikalafeng says citizens have a right to know what the public sector does. "The ANC got into government promising 'together we can do more' than in the preceding 15 years. Government is a platform to deliver on those promises."

**'Without their efforts, our young democracy would be nothing more than a husk'**

NEIL HIGGS

**T**he Public Sector Excellence Awards are the result of an independent and citizen-centered survey that gives South Africans the opportunity to assess the public sector.

The Public Sector Excellence Reputation Index is based on 13 service delivery attributes and measures awareness, associations and excellence in communication, leadership, effectiveness, citizen engagement and service orientation across the various spheres of government (national, provincial and local), government agencies and state owned entities.

## Citizens rate performances of the public sector and parastatals

The survey is a representative, national sample weighted to represent the 2008 mid-year population estimates from StatsSA.

The index was developed by the Brand Leadership Academy in partnership TNS Research Surveys, a provider of custom research and analysis.

These awards were made at the Public Sector Excellence Symposium, where much was discussed, including whether marketing and branding is possible and even necessary for gov-

ernments and public sector organisations and what marketing and branding issues they face.

It may not be called marketing, but people working in public-sector agencies make marketing-related decisions as well as manage programmes and people that affect revenue, funding, customer satisfaction, constituent perceptions and public behaviour.

The sample for this first study was 1 500 adults aged 18 years and over across the whole country.

An adaptation of TNS Research Surveys' corporate reputation model was developed especially for this survey. This involved asking people first to identify the levels of government, government departments and parastatals of which they were aware.

Next, they were asked to say with which departments or organisations they associated attributes, such as:

- Are organisations you trust;
- Have good leadership;
- Deliver on promises;

- Manage taxpayers' money well;
- Have good staff;
- Use modern technology well;
- Are good places to work;
- Communicate effectively;
- Help to uplift communities;
- Help to create jobs;
- Are slow and bureaucratic;
- Do not treat everyone equally; and
- Are corrupt.

The association exercise was broken into three parts: first, it was asked for each of the three tiers of government, then it was asked for government departments, and finally, parastatals.

Higgs is director: innovation and development at TNS Research Surveys

## SARS takes top honours

*Post Office, Telkom and Reserve Bank take gold, silver and bronze*

ANDREW GILLINGHAM

**I**N the first Public Sector Excellence Awards the South African Revenue Service (SARS) led the State-owned entities section of the Grand Prix Best Reputation category with a platinum award, followed by the SA Post Office (SAPO) which won a gold, Telkom (still perceived by many South Africans as a government institution) silver, and the South African Reserve Bank (SARB) bronze.

The Public Sector Excellence Awards are an effort to encourage and acknowledge excellence in the public sector.

South Africans from all walks of life were given the opportunity to provide their feedback as to their perceptions of government departments, parastatals, provincial government and even this country's leadership.

Thebe Ikalafeng, founder of the Brand Leadership Academy and creator of the Public Sector Excellence Awards, said the awards sought to recognise and celebrate excellence in the public sector among those departments and organisations that meet the service delivery principles of Batho Pele.

The awards were presented on October 26 in conjunction with a Public Sector Excellence Symposium featuring public sector and social marketing guru and international best-selling author, Nancy Lee.

In the first survey, 1 500 adults aged 18 years and over participated in face-to-face interviews. The participants were drawn from metropolitan, smaller urban areas and rural communities across all the provinces.

"Being well known does not necessarily mean having a good reputation. The results show that the brands that are top of mind are those that are active in their communities and actively engaged in day-to-day issues such as transport, electricity, communication and health.

"These include brands such as the Department of Health, Eskom, and the South African Revenue Service," said Ikalafeng.

SARS has been able to turn its image from one that is very negative to one that demonstrates its role in enabling the country to invest in growth and providing the services that raise the quality of life for all South Africans.

"We do not deal with SARS directly every day but it is very much a part of everyone's life as we are paying tax in one form or another, such as PAYE or VAT, every day.

"Every year they advertise to remind us that it is time for our submissions and they are consistently communicating with taxpayers and the community as a whole.

"This is why SARS is top of mind. "It has also developed a different style of communicating. In the past, communication tended to be aggressive but now SARS sends a clear message that it is at our service.

"Furthermore, SARS has been very effective in getting across the message that is helping to make South Africa greater," said Ikalafeng.

Neil Higgs, director: innovation and development at TNS Research Surveys, said



EXCELLENCE: Thebe Ikalafeng, founder of the Brand Leadership Academy, says being well known does not necessarily mean a brand has a good reputation

Picture: JEREMY GLYN

that SARS did particularly well as it not only scored very positively but it punched well above its weight.

"SARS won platinum because it is doing an exceptional job on its reputation.

"Not only is it top but it scores better than it should, given the level of public awareness of the organisation.

"SARS scores well in all areas but it stood out even further in four: managing taxpayers' money well; good leadership; people that are good at their jobs and people rated it as an organisation they trust," said Higgs.

SAPO did well because people see it as an organisation that generally delivers on its promises although it had low negative scores on corruption, coming in even lower than SARS in that attribute.

Public perceptions won Telkom a silver as people still consider the listed entity as a parastatal.

"Telkom scored well in terms of using modern technology well and it was judged as having staff that are good at their jobs. People also believe that Telkom communicates effectively," said Higgs.

Bronze winner SARB scored well in terms of managing taxpayers' money well.

People who took part in the survey were asked which government departments, parastatals and provincial governments they knew.

They were then asked to associate each of these organisations with 10 positive and three negative attributes, namely: are they organisations you trust; do they have good leadership; deliver on promises; manage taxpayers' money well; have staff who are good at their jobs; use modern technology well; are good places to work; communicate effectively; help uplift communities; help to create jobs; are slow and bureaucratic; do not treat everyone equally; and, are corrupt.

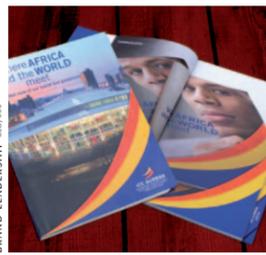
The analysis assigned a score to each of the 13 statements and each organisation was given a score.

"The survey was purely about reputation and people were not asked if they had used the organisation," said Higgs.

He said winning organisations needed to achieve high scores on the positives and low ones in terms of negative points.

For example, Eskom scored very well in terms of the positive attributes but it also gained high points in the negative ones which brought it down in overall score.

## Building public sector brands that make South Africa great.



### GRAND PRIX PUBLIC SECTOR EXCELLENCE AWARDS

Best reputation: State-owned entities			
Platinum	Gold	Silver	Bronze
SARS	SAPO	Telkom	SARB



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October/November 2009

**HE'S THE MAN:** President Jacob Zuma got a 31% mention among the 1 500 respondents — 18 years and above and from all communities — in the survey. Picture: REUTERS

# Zuma is the people's leader

*Taking action and responsibility catapults these 10 to prominence in the public's mind*

ANDREW GILLINGHAM

**S**OUTH Africans voted President Jacob Zuma as the head of the top 10 government leaders, with Trevor Manuel in second place and Bheki Cele taking third place.

Meshack Radebe, Nkosazana Dlamini Zuma, Helen Zille, Sibusiso Ndebele, Tito Mboweni, Kgalema Motlanthe and Naledi Pandor rounded out the top 10 places.

Neil Higgs, director: innovation and development at TNS Research Surveys, said people were asked which, if any, government leaders were doing a good job.

"Sometimes the results were too localised and many local government leaders were mentioned, but they did not have sufficient mentions nationally to make it into top places," said Higgs.

"Zuma was mentioned by 31% of respondents, Manuel 20% and Cele 12%.

"The survey was done in July, and Cele had not really risen to prominence at that stage so his inclusion provided something of a surprise and shows that he was better known than many people realised," said Higgs.

He said TNS had been measuring Zuma's approval ratings since the vote at the ANC's Polokwane conference, and his figures — about 33% to 34% — were in the doldrums most of the last year.

However, his approval ratings started to climb, moving up to 40%, 53%, and 57% by the time he had been in office 100 days.

"He achieved a startling rise in popularity in his first few months as president," said Higgs.

Vusi Mona, deputy director-general in charge of communications in the Presidency, said it came as no surprise that the survey found Zuma to be one of the country's favourite people in government.

"Five months ago South Africans named him number one when they voted for the ANC, under his leadership, as their preferred ruling party.

"As leader of the ANC and the face of its election campaign, the people effectively endorsed him as their preferred leader," said Mona.

He said one of the key attributes the president brought to his office was that he never did anything to sell himself.

For example, Mona said, the president had been adamant from the beginning that his recently launched hotline must

not be a public relations exercise.

"He wanted to get closer to the people and ensure that they can talk back to their government.

"He is doing it as part of his genuine commitment to ensuring that the lives of South Africans improve.

"People sense when their leaders are being honest and sincere and they are quick to signal their approval," Mona said.

He said Zuma had set the tone for his entire administration.

Thebe Ikalafeng, founder of the Brand Leadership Academy, said Zuma's approach was one that served as an example of how best to communicate with people.

"His central focus is ensuring that his government is not out of touch with its people.

"Furthermore, he walks the talk instead of just talking.

"A good example is the action he has taken setting up his hotline to give all South Africans a means to provide their government with feedback and discuss areas of concern in their lives," said Ikalafeng.

He said all the leaders that made it into the top 10 are similar in that they are people who take action and personal responsibility.

Manuel gained significant public profile during his tenure as Minister of Finance.

His inclusive approach of inviting "tips" from the community won him a lot of support along with his prudent financial management and his constant demands that government departments must deliver value to this country's citizens for every tax rand they spend.

Another example is Cele, whose no-nonsense stance has catapulted him to the national stage as a worthy leader.

He has swiftly risen to prominence in the public mind as a consequence of his "walk the talk" approach and the hard line that he is taking on crime and criminals.

"Leaders have to be on the front line as that is why we put them in government.

"They cannot hide behind spokespeople.

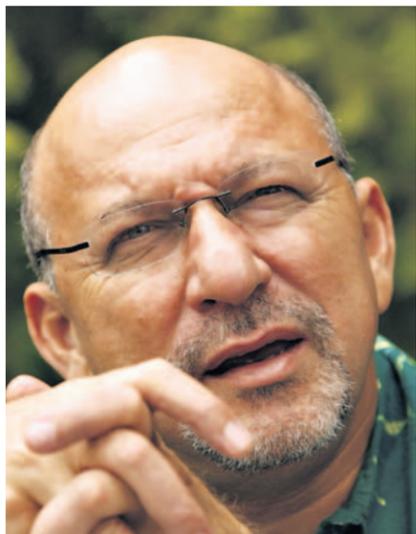
"People admire leaders who make it clear that they are 'one of you', dealing with the same issues and the same challenges," said Ikalafeng.

He said there was only one non-ANC aligned leader in the top 10, namely Western Cape premier Helen Zille and once again she demonstrates the same winning characteristics.

"She has learned the same lessons about leading from the front and taking responsibility.

"Furthermore, she is the leader of the Western Cape and very much a national player," said Ikalafeng.

**'People sense when their leaders are being honest and sincere and they are quick to signal their approval'**



MONEY BAGS: Trevor Manuel



TOP COP: Bheki Cele

## Health issues hit campaign mark

*South Africans are talking about Aids and no longer see it as having such a stigma*



UNITED WE STAND: Abuse against Women and Children campaigns came fourth among government campaigns, and received 6% of the votes cast  
Picture: ELMOND JIYANE

ANDREW GILLINGHAM

GOVERNMENT campaigns relating to health issues took many of the top places in the Top Five Government Campaigns category.

Well out in front was HIV/Aids, followed by Arrive Alive, Health Awareness, Abuse against Women and Children, and Love Life.

Karin Du Chenne, managing executive at TNS Research Surveys, said government and public sector organisations often brought out campaigns to create awareness about a particular issue, or inform or educate people about an issue.

People were asked which campaigns, if any, they felt have been effective or impressive.

"HIV/Aids led the pack, with 41% of interviewees able to recall a campaign as effective and impressive," said Du Chenne.

The drop to second place was quite sharp, with an 11% response.

"Arrive Alive has a very distinctive name that people were able to remember."

She said general health awareness — dealing with a range of issues such as nutrition, tuberculosis, clinics and other non-HIV/Aids health areas — came in at 10% of those who responded.

Fourth was Abuse against Women and Children, which received 6% of the votes cast.

"One of the problems with this campaign was that it was not ongoing," said Du Chenne. "Arrive Alive happens every school holidays, but the Abuse against Women and Children campaign usually takes place in only one month of the year."

"Further, many other campaigns in this area are funded by nongovernment bodies."

However, being a non-government campaign does not necessarily exclude them, as LoveLife (a non-governmental organisation campaign) was perceived by people as being a government project.

"The campaign has been particularly effective and its branding is good," she said. "If you have a good name or payoff line for a campaign, and you use it consistently, your campaign works better."

Thebe Ikalafeng, founder of the Brand Leadership Academy, said government campaigns tended to be effective only if they addressed issues that directly impact on

people's lives.

"Campaigns have to be relevant. The top campaigns, HIV/Aids and Arrive Alive, are both relevant to all South Africans and their families. The issues they address affect everyone regardless of race, economic status and creed."

He said government was being particularly effective through its consistently raising awareness in the community.

"As a consequence of government's campaign, South Africans are talking about Aids and the disease is no longer seen as having such a stigma attached to it," said Ikalafeng.

Another example is the Arrive Alive campaign, which is brought into sharp focus in the run-up to every major public holiday when there are likely to be more South Africans travelling on the country's roads.

In addition, the message is reinforced through events such as Transport Month held in October each year.

"The government has clearly demonstrated its dedication to communicating its message to the community and it makes use of occasions throughout the year to reinforce its message," said Ikalafeng.

While fifth-place Love Life is not a government campaign, it is viewed by many citizens as a part of government's awareness programme.

He said the top five campaigns were effective because there was a presence that is not solely generated by marketing.

"Awareness of these issues is reinforced by other stakeholders such as the media and the pleas of people who are directly affected by them," said Ikalafeng.

There is, therefore, a multiplier effect to the messages that are linked to these campaigns — and nor are all the people who promote awareness in this country necessarily South African citizens.

For example, Microsoft's Bill Gates has visited South Africa and his foundation has pledged support for HIV/Aids initiatives. Before running for office, US President Barack Obama came to South Africa and the HIV/Aids challenge was one of his major issues.

"Many people who government does not pay talk about the issues but every time they talk, they highlight the issue and reinforce the message. Much of the credit for this is attributed to government in terms of citizens' perceptions," said Ikalafeng.

### LEADERSHIP AND COMMUNICATION AWARDS

Top five campaigns

Certificates given

1. HIV/Aids
2. Arrive Alive
3. Health Awareness
4. Abuse against Women and Children
5. LoveLife



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tns research surveys

October/November 2009

# Eskom in pole position

ANDREW GILLINGHAM

*Power utility wins gold for good communication with the public*

**S**OUTH Africans pay particular attention to the manner in which government engages with the communities it serves and it is expected to be responsive to people's needs and concerns.

In the Community Engagement category of the Public Sector Excellence Awards, Eskom won gold, Telkom silver and the South African Revenue Service (SARS) bronze in the parastatals and government bodies section.

The government departments' section saw the Department of Social Development win gold, the Department of Basic Education silver and the Department of Transport bronze.

Wendy Cloete, account manager at TNS Research Surveys, says this award is based on three attributes: effective communication, uplifting communities and job creation.

"These attributes serve to help people evaluate how each of these organisations engages with society," says Cloete.

Eskom did well in terms of communication, uplifting communities and creating jobs.

Telkom scored well on communication, as did SARS. However, SARS did not score as well on uplifting communities and creating jobs.

"This is hardly surprising as the latter two attributes fall outside of its (SARS) core activities," Cloete said.

She says the Department of Social Development was well perceived in South Africa and the department did particularly well in terms of uplifting communities. It scored well in communication but received a low rating for creating jobs.

The Department of Basic Education did well in all three categories, probably because many South Africans have seen the standard of education improve

**PEOPLE POWER:** Eskom scores well in job creation, as well as communication and uplifting communities



Picture: MARK WESSELS

significantly from what was on offer in the past. "Furthermore, schools often engage directly with the community more than many other organisations," says Cloete.

The Transport department received its best scores for communication.

Thebe Ikalafeng, founder of the Brand Leadership Academy, says people want government institutions that are involved with their lives and are responsive to their needs and concerns.

"Those that have done particularly well in this category

are departments that have a direct influence on people's lives, such as social development, education and transport," says Ikalafeng. "These are departments that people deal with every day.

"Social development is providing people with improved social aid and other benefits that enable them to live dignified lives. These grants are making a huge difference among the people who have the greatest need. This sends a very clear message that 'these people care for me'.

"The Department of Basic

Education is taking steps every day to improve the standard of education and working to provide better facilities and promoting more attentive teaching.

"The Department of Transport is also responding to people's changing needs and work patterns and ensuring that there are lines that will take people to their places of employment every day."

Ikalafeng adds: "Winning departments are those that are doing things about which people care, and that affect their daily lives."

## EFFECTIVENESS & SERVICE ORIENTATION AWARDS

Community engagement:  
Top state-owned entities

Gold	Silver	Bronze
Eskom	Telkom	SARS



ANDREW GILLINGHAM

## Delivery on its promises makes Social Development a winner

**I**N THE government departments section of this year's Public Sector Excellence awards Grand Prix Best Reputation category, the Department of Social Development won a platinum award.

The gold award went to the Department of Finance; the Department of Basic Education took silver, and the Department of Arts and Culture took bronze.

Neil Higgs, director: innovation and development at TNS Research Surveys, said that while the Department of Social Welfare's winning position may have come as a surprise to some, the fact was that the department had a massive influence on the lives of many South Africans every day.

"Through mechanisms such as grants, the department has a huge impact on the entire population.

"In addition, it is one of the departments that has been least tainted with any kind of corruption."

Higgs said that the department received particularly good scores on: delivers on its promises, good

leadership, and organisations you can trust.

"Delivers on its promises was its highest scoring attribute and this is not particularly surprising as people are now getting grants when they did not in the past.

"About 10 years ago the department's database was a complete shambles but it has sorted out this problem. It has worked hard to improve its performance and has had a significant impact on the country as a whole," said Higgs.

On the downside, the department was still seen as being slow and bureaucratic, and it received a higher-than-expected assessment on corruption.

The Department of Finance won its gold award with good scores on leadership, staff who are good at their jobs and a particularly outstanding vote of confidence in terms of managing tax-

### GRAND PRIX PUBLIC SECTOR EXCELLENCE AWARDS

Best reputation: Government departments

Platinum	Gold	Silver	Bronze
Social Development	Finance	Basic Education	Arts and Culture



payers' money well.

"These are very important perceptions for people to have.

"On the negative side, the department did get some mention as having a little corruption. However, this was small, particularly when compared to departments such as the Department of Correctional Services and the police,

which were perceived as having high levels of corruption," said Higgs.

The Department of Basic Education scored really well in the delivers on its promises attribute and this helped take its ranking up to silver in the awards.

In addition, the department's negative scores were low.

The Department of Arts and Culture achieved a bronze on the back of public perceptions that it was a good place to work.

Once again, its negative scores were very low.

Vusi Mona, deputy director general in charge of communications in the Presidency, said the awards were a good project and would set standards of excellence to which government departments can aspire.

"We like the fact that the awards are not a naming and shaming exercise.



IMPRESSED: Neil Higgs

"It is a very positive survey that highlights areas of government that our citizens believe are doing their jobs well," Mona said.

He said that the survey results must also be viewed in context that the new administration has only been active for five months which is very little time to make a significant impression on the challenges it faces.

## Don't forget that people come first

*Survey gives government a clear view into the perceptions of its citizens*

ANDREW GILLINGHAM

AROUND the world, service is a key issue and one which is often neglected, whether in retail stores or in government departments.

In government, service means providing citizens with promised services and facilities in an accessible and non-bureaucratic manner.

Service also means seeking to make people's lives easier rather than placing further obstacles in their way.

Thebe Ikalafeng, founder of the Brand Leadership Academy, says that when the interaction people have with government institutions is not good, the public perception of the entire government is influenced negatively.

A recent tragedy clearly highlighted the role of service in government.

A South African citizen, Skhumbuzo Mhlongo, committed suicide after his desperate attempts to get an identity book met with constant failure.

"The case makes the role of public servants in delivering government's promises very clear and emphasises the consequences that can result from poor service to citizens," Ikalafeng says.

He adds that the first attribute respondents were asked to evaluate is whether the department, parastatal or organisation delivers on its promises.

Whether in the public or the private sector, when organisations promise citizens or customers something, they must deliver.

While private sector customers can vote on poor service by going to another store or company, in the public sector citizens have only one port of call and the remedy to poor service is the ballot box.

"Service in the public sector also encompasses the issue of whether the government is using my money correctly," says Ikalafeng.

"It also takes in whether I am being treated equally with other citizens and taxpayers.

"This category really brings home the (government) principle of Batho Pele, namely putting people first.

"When departments send the Batho Pele message, they must deliver on this promise of 'putting people first'.

"It is not about the official story or the bureaucratic process, it is about helping people and delivering on the promises of creating a better life for all."

Ikalafeng says the Public Sector Excellence Awards programme does not focus on the negative, nor does it constantly look backwards.

Instead, one of the critical goals is to set benchmarks and motivate government organisations to aspire to be better than their peers.

Having the benchmarks in place, Ikalafeng expects organisations to strive to do better each year.

In addition, they now have a useful tool to measure their progress.

"The distinguishing feature of this survey is that it is independent and not paid for by government," says Ikalafeng. "It's not government talking to itself, but the citizens reflecting on government and its impact on their lives.

"It is a survey that provides feedback from this country's citizens and it gives government a clear view into the perceptions of its citizens.

"A brand is not what an organisation says it is, it is what customers, users and citizens experience.

"We are measuring the experience of South Africans in relation to government and government services."

South Africans have a lot to say about service or the lack of it and they have clear ideas about government organisations that deliver on the service front.

In the parastatals and government bodies section of service orientation category, the South African Revenue Services (SARS) scored gold, the South African Post Office silver and the South African Reserve Bank (SARB) bronze at a national level.

However, people in the rural communities assessed them slightly differently, with SARS and SARB taking gold and silver respectively, and the South African Social Security Agency winning bronze on the back of a good score for uplifting communities.

In the government departments section, citizens at a national level awarded the Department of Social Development gold, the Department of Finance silver and the Department of Basic Education bronze.

Once again rural communities had a different take on the service levels they perceived, with social development receiving a gold award, basic education silver and finance bronze.

Karin Du Chenne, managing executive at TNS Research Surveys, says people were asked to assess four attributes: delivery on promises; management of taxpayers' money; upliftment of communities; and the equal treatment of people.

"People in urban communities and those in rural communities tend to have slightly different perceptions, and this is probably influenced by priorities in those communities," she says. "For example, education appears to have a greater impact in rural communities as they did not have access to great education in the past."



TRENDS: Karin Du Chenne of TNS Research Surveys says perceptions in rural and urban communities differ in key areas of delivery such as education

Picture: TNS

**'When departments send the Batho Pele message, they must deliver on this promise of putting people first'**

The Department of Labour congratulates the Commission for Conciliation, Mediation and Arbitration (CCMA) on its nomination for the Public Sector Excellence Awards. This nomination and the award that is bound to follow, serves as recognition of the selfless and dedicated contribution made by the staff and the commissioners who make the CCMA such an important organisation.

The CCMA opened for business on 11 November 1996. Since that time, the organisation has evolved into a powerful force for social justice and dispute resolution in the labour relations arena. In the first year of its existence, the CCMA received just over 60 000 referrals. In the first nine months of 2009 alone, referrals were more than double that figure (over 114 000). And its caseload has increased significantly over the past year due to the adverse economic climate.

Despite the increased caseload, the CCMA has reached a settlement rate of 75% and has made significant improvements in almost all areas of service delivery. The CCMA is also to be commended for adding the training layoff scheme as an alternative to retrenchment for companies in distress due to the economic situation.

The Department welcomes the launch of the Public Sector Excellence Awards and the fact that they are based on the public's perception of service delivery.

The CCMA would be a deserving winner.

### EFFECTIVENESS & SERVICE ORIENTATION AWARDS

Service orientation:  
Top state-owned entities

Gold	Silver	Bronze
SARS	SAPO	SARB



labour

Department:  
Labour  
REPUBLIC OF SOUTH AFRICA

## Most effective of them all



Picture: ALAN EASON

RANDS AND CENTS: SARS is seen to deliver on its promises

### Social Development inspires public confidence

**ANDREW GILLINGHAM**

**I**N THE Overall Effectiveness category of the Public Sector Excellence Awards, the South African Revenue Service (SARS) took gold, Eskom silver and Telkom bronze in the top parastatals and government bodies section.

And people perceived the Department of Social Development (gold), the Department of Finance (silver) and the Department of Health (bronze) to be the most effective in the government departments section.

Wendy Cloete, account manager at TNS Research Surveys, said the Overall Effectiveness category was based on a subset of the 13 attributes, namely organisations you trust, good leadership, delivers on promises, and manage taxpayers' money well.

"In other words, this is how people perceive their external delivery," said Cloete.

She said SARS did particularly well in all four attributes but especially in people's assessment of its job of managing taxpayers' money.

While Eskom does not do very well in terms of its overall reputation, with scoring brought down by negative attribute scores, it does well in terms of people's assessment of its performance in this category's four attributes, scoring particularly well in delivering on its promises.

"This is probably due to the

parastatal's rolling out power to people who did not have electricity in the past," said Cloete.

Telkom comes through well on trust, leadership and delivery, but not so well on managing money.

Turning to government departments, Cloete said the Department of Social Development was perceived to be better than any others in terms of trust, leadership, and delivery on its promises.

The Department of Finance, on

into high gear and is making particularly good progress on the HIV/Aids front," said Cloete.

Thebe Ikalafeng, founder of the Brand Leadership Academy, said the overall effectiveness category highlighted those government institutions and departments that people felt were delivering on their promises.

"The attributes in this category put the spotlight on areas such as service orientation, internal effectiveness and engagement with citizens.

"In addition, some winners in this category scored lower when it comes to negative attributes such as bureaucracy, corruption and (not) treating people equally.

"The ones that have done well overall are those that, in general, deliver across the board with several positive scores and lower negative scores," said Ikalafeng.

He said delivery had to be taken in context of the results citizens experienced in their everyday lives. For example, a community that has been deprived of electricity in the past will have a very positive view of Eskom if it now has street lights.

However, in metropolitan areas, people hit with load shedding may have a very different perception of the utility giant.

"In the main, Eskom is delivering because it has provided electricity to a lot of houses that did not have access to power in the past," said Ikalafeng.

He said that people responded to government in terms of what is delivered to them.

#### EFFECTIVENESS & SERVICE ORIENTATION AWARDS

Overall effectiveness:  
Top state-owned entities

Gold	Silver	Bronze
SARS	Eskom	Telkom



the other hand, performs particularly well in people's assessment of its leadership and ability to manage taxpayers' money well.

"The Department of Health scored very well in terms of its delivery on its promises and this helped propel it into third place in the section.

"This is probably due to its delivery on primary healthcare and the relatively recent distribution of ARVs to HIV/Aids sufferers.

"The department has put itself

#### BRAND LEADERSHIP ACADEMY PUBLIC SECTOR EXCELLENCE AWARDS WINNERS SUMMARY 2009

Grand Prix Public Sector Excellence Awards	Platinum	Gold	Silver	Bronze
Best reputation - State-owned entities	SARS	SAPO	Telkom	SARB
Best reputation - Government departments	Social Development	Finance	Basic Education	Arts and Culture
Best reputation - Provincial governments	Freestate	Northern Cape	KZN	Mpumalanga
Best reputation - Levels of government	n/a	National	Provincial	Local
<b>Leadership and Communication Awards</b>	<b>Certificates given</b>			
Top 5 government campaigns	1. HIV/AIDS	2. Arrive Alive	3. Health Awareness	4. Abuse against Women and Children
Top 10 leaders in government	Jacob Zuma, Trevor Manuel, Bheki Cele, Meshack Radebe, Nkosazana Dlamini Zuma, Helen Zille, Sibusiso Ndebele, Tito Mboweni, Kgalema Montlanthe, Naledi Pandor			
<b>Effectiveness &amp; Service Orientation Awards</b>	<b>Gold</b>	<b>Silver</b>	<b>Bronze</b>	
Overall effectiveness - State-owned entities	SARS	Eskom	Telkom	
Overall effectiveness - Top government departments	Social Development	Finance	Health	
Internal effectiveness - State-owned entities	Eskom	Telkom	SARS	
Internal effectiveness - Top government departments	Finance	Social Development	Health	
Community Engagement - State-owned entities	Eskom	Telkom	SARS	
Community Engagement - Top government departments	Social Development	Basic Education	Transport	
Service Orientation - State-owned entities	SARS	SAPO	SARB	
Service Orientation - State-owned entities, rural areas	SARS	SARB	SASSA	
Service Orientation - Government departments	Social Development	Finance	Basic Education	
Service Orientation - Government departments, rural areas	Social Development	Basic Education	Finance	
<b>Sector Excellence Awards</b>	<b>Gold</b>	<b>Silver</b>	<b>Bronze</b>	
Transport Sector - Best Reputation	Transnet	Air Traffic	SAA	
Financial Services Sector - Best Reputation	SARS	SARB	DBSA	
Communication Sector - Best Reputation	SAPO	Telkom	SABC	
Legal Sector - Best Reputation	CCMA	SABS	SAHRC	
Tourism Sector - Best Reputation	SA Tourism	SANParks	IMC	
Energy Sector - Best Reputation	PetroSA	Eskom	CEF	
Training, Research & Development Sector - Best Reputation	HSRC	CSIR	SETA	
<b>Recognition of high awareness amongst South Africans</b>	<b>Certificates given</b>			
Awareness of government departments	Health, Police, Home Affairs, Transport, Labour, Finance, Correctional Services, Water and Environmental Affairs, Arts and Culture, Basic Education			
Awareness of state-owned entities	Telkom, Eskom, SABC, SARS, Metrorail, SAPO, SAA, Transnet, IEC, SABS			