

PUBLIC SECTOR EXCELLENCE™



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Sowetan Sunday Times

SARS score
Platinum again **PAGE 4**



Social Development
delivers on promises **PAGE 5**



MaSisulu honoured
for service **PAGE 6**



Sending a clear message on service delivery

We still need to celebrate areas of excellence

IT'S easy to get overwhelmed by protests and strikes, but the more powerful contribution to be made is in recognising and celebrating the successes of the public sector, and so inspiring the sector and the individuals involved in it to greater achievement and positive perception in the minds and hearts of South African citizens, says Enver Groenewald, general manager: advertising revenue and strategic communications at Avusa Media.

In these, the second annual Public Sector Excellence Awards, South African citizens have once again been given the opportunity to assess the performance of the public sector. Underpinned by the Public Sector Excellence Reputation Index, a survey undertaken

as a partnership between the Brand Leadership Academy and TNS Research Surveys, the Public Sector Excellence Awards are recognition of which organisations are perceived to embody trust, show leadership and good governance, and deliver on promises.

"The awards send a clear message to government and the greater public sector about ser-

vice delivery," Groenewald says. "While service delivery strikes may have consistently made the headlines, it is also evident that, in many spheres, there are clear areas of and trends towards excellence – where organisations are showing that they place great importance on service to the public.

"In acknowledging the successes in government, government departments and parastatals, the citizens of the country are speaking for upliftment and equality, and against mismanagement and corruption.

"From Transport and Energy to Health and Financial Services, ordinary citizens are looking for strong leadership. In their interaction with government and government organisations, they are voting



Enver Groenewald, general manager for advertising revenue and strategic communications at Avusa

for those bodies that they admire, and which they see are making a difference and delivering on their promises," he adds.

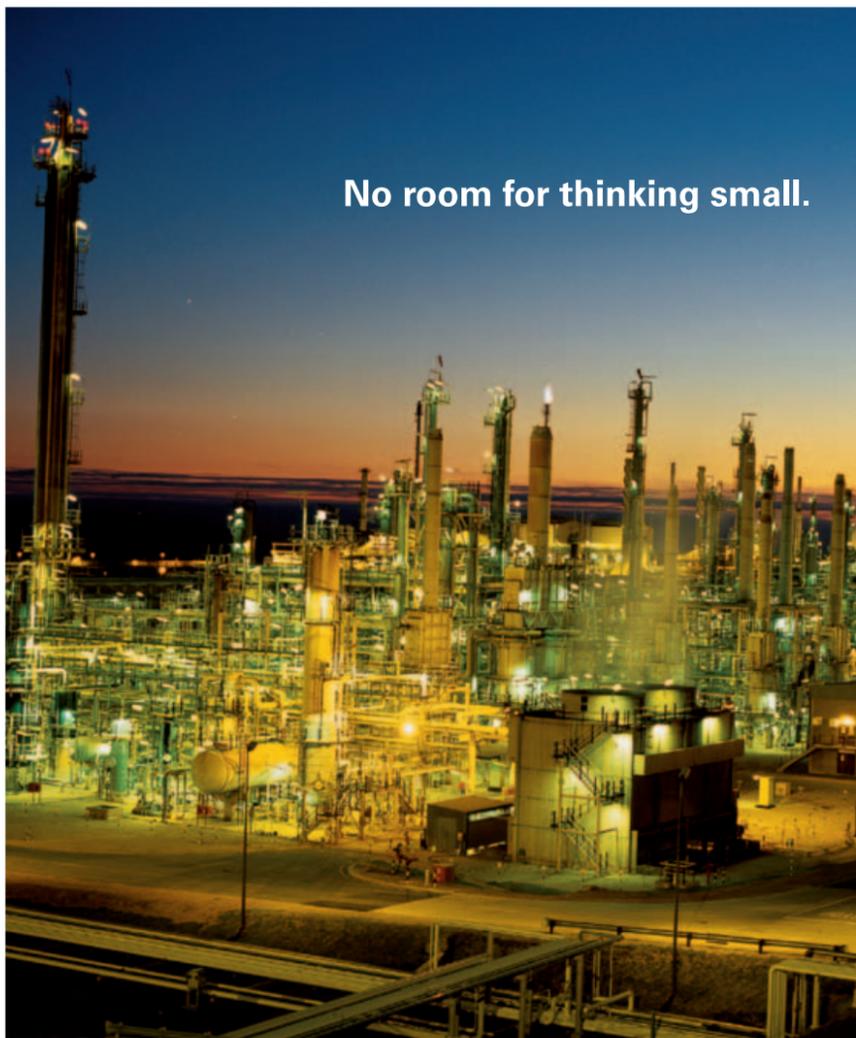
As SARS takes top honours again this year, and many other – often unexpected – areas within the public sector receive great accolades, Groenewald believes the lessons to be learned are that perceptions are changed by the actions of people, not organisations. While SARS has certainly implemented new technology

and simplified its procedures, it is the buy-in from its staff and their belief in the purpose of their job that has enabled the service to cement its position, in the minds of South Africans, as an entity most admired.

"And in the successful hosting of the World Cup, we have seen the benefits of a motivated and committed public sector. There is no limit to what can be achieved with committed team."

He adds: "While the

media takes its role of exposing the service delivery deficiencies within the public sector seriously, so too does it place great emphasis on the need to celebrate areas of excellence. As we cast light once more on a sector that often gets more bad publicity than good, we congratulate the winners of the Public Sector Excellence Awards 2010 and encourage other entities within the sector to strive for their own seal of excellence."



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Excellence Awards are driven by ordinary people

Penwell Dlamini

The Public Sector Excellence Awards are a result of a citizen-centred survey which gives South Africans the opportunity to assess the public sector.

Through the Brand Leadership Public Sector Excellence Reputation Index based on the TNS Research Surveys, citizens are able to provide feedback on the performance of the public sector and state-owned entities (SOEs).

The survey is conducted among 1 500 adults aged 18 and over, across the country covering metropolitan, smaller urban and rural areas.

Interviews were conducted face-to-face between May 12 and June 9, 2010.

TNS adapted the corporate reputation model for this survey.

This involves asking people, first to say which government departments and SOEs they were aware of - awareness is the first key step in a department's or organisation's external effectiveness.

A total of 34 departments and 36 SOEs were involved in the survey.

Awards include Grand Prix Reputation Award, Top Government Campaigns, Top Leaders in Government, Overall Effectiveness awards, Internal Effectiveness awards, Community Engagement, Service Orientation awards, Sector awards and citizens awareness overview.

There is gold, silver and bronze award in each category. In a few instances, an even higher award than gold was made - platinum.

This applied when an organisation or department not only was top in its category but was also higher than average for its level of awareness.

Then citizens were asked to assess which department or organisations on

a list they associated with each of a set of 20 attributes, expanded from last year's 13.

These attributes included which department or SOE:

- delivers on its promises;
- manage taxpayers' money well;
- has good leadership;
- are corrupt;
- are organisations you trust;
- have staff who are good at their jobs;
- are slow and bureaucratic;
- help to create jobs;
- help to uplift communities;
- do not treat everyone equally;
- are good places to work;
- use modern technology well;
- communicate effectively;
- are out of touch with ordinary people;
- have a poor record on service delivery;
- lack honesty and integrity;
- are unfriendly and rude;
- have good customer service;
- are concerned about environmental issues; and
- listen to the concerns of people.

From this, a scoring system was developed to create the Reputation Index.

People were also asked which leaders in government they felt were doing a good job.

Finally, they were asked to evaluate a number of communication campaigns in terms of awareness, perceived effectiveness and what they associated with these campaigns.

In addition certain groupings of SOEs were put together as they fall in the same part of the economy such as communication, energy, minerals, financial service, transport, legal, tourism, training and development.

Delivering a branded service

Thebe Ikalafeng

PUBLIC Sector brands are some of today's most powerful and engaging brands, they elicit strong and varied interest and reactions among a wide range of stakeholders. Every citizen feels they have a stake in them. And they do. The number of public sector brands has grown exponentially in recent years.

Governments across all their spheres, their agencies and State Owned Enterprises (SOEs) are all actively building brands to connect to their customers – the citizens.

There are several drivers behind this proliferation, the growth of government and its extension into all aspects of society, devolution and outsourcing, and the realisation by those in the public sector that branding can help articulate and promote their policies and ideas.

Gone are the days when the public sector was seen as a bureaucratic institution. Government departments are now actively pursuing brand-driven strategies to be open, approachable and citizen-driven – using all tools of the trade, and even the language, used in the private sector.

There is one thing governments across all spheres now acutely understand: their customers – citizens – live in a branded world. To relate and get to them, the public sector needs to connect via brands.

But while the private sector is primarily driven by the profit motive, the public sector has a mandate to work on behalf of the people, creating goods and services that improve their well being, while demonstrating prudence with public money. In the private sector, customers vote strictly with their wallets. In the public sector, they exercise their vote – and in many ways their wallets – by choosing not to comply with their tax obligations.

Success in public sector marketing and branding is complex because of the nature and role of the public sector, reporting structures and decision-making. You need stakeholder engagement and alignment of all activities.

So, if government is now a brand, would you buy it?

The Public Sector Excellence initiative, anchored by the Public Sector Excellence Reputation Index, is an independent vehicle to assess how everyday South Africans evaluate the performance of the public sector – how they're buying "government and its services". The survey, across a set of public service attributes, is derived from a representative, national sample weighted to represent adult population estimates from StatsSA across suburbs, towns and villages. The results – not sponsored by government – truly are a measure of "what the people think about the impact of the initiatives driven by those they put in government".

The winners – both organisations and campaigns – reflect the views of the peo-



Thebe Ikalafeng – MD, Brand Leadership Group and founder, Public Sector Excellence initiative.



The winners reflect views of citizens

ple. But of course not all public sector organisations and campaigns are public-facing such as the Department of Social Development and Department of Health, and SOEs such as SAA, SABC and Eskom. But their impact is facilitated by other departments, such as SARS, Communications, National Treasury, Public Enterprises and Performance Monitoring,

Evaluation and Administration which are charged with developing overarching policies, which drive efficiencies and productivity, collect money and plan for sustainability and success.

So every department and SOE is important. And in an overcommunicated world, where government competes for people's time, branding helps to cut through the clutter.

And as the saying goes, "what gets measured, gets done". The Public Sector Excellence initiative is for people to give an independent view and signal to its public servant – government and its agencies. For government and its agencies, it's a way to measure the impact of its efforts.



Industry leaders through innovation

The brand value unlocked for Destination SA after the World Cup is immeasurable. This is according to Thandiwe January-McLean, Chief Executive Officer, South African Tourism (SAT).

"Not only did the event increase the positive perceptions of our country, but we laid the groundwork for continued improvement in tourist arrivals," she says. "Hosting the event proved to be catalyst for infrastructure development, which will continue to serve the tourism industry for many years to follow."

According to January-McLean, leveraging the many advantages has been a major consideration for SAT in the months following the World Cup. "We welcomed close to 680 000* visitors to our shores. Through positive experiences, many have become cogent brand ambassadors for South Africa. Our task now is to ensure that the expectations set out by these visitors are met by ensuring a consistency in service levels, world-class experiences and memorable moments."

Through campaigns such as the recently launched 20-Experiences-in-Ten Days global campaign, SAT has harnessed the power of peer-to-peer marketing by offering unrivalled experience-based trips for four international couples. Each couple documented their trip and SAT captured highlights of their South African experience.

"This allowed for authentic, consumer-based material to be aired globally through television, cinema and corresponding online campaigns," she continues. "I believe this is a pertinent example of the evolving marketing strategy SAT has developed in line with the dynamic environment in which we operate."

Tourism remains an important driver of economic growth and job creation, contributing 7.9% to the GDP in 2009; an increase of an estimated 2.7% the previous year. With a thorough research-backed understanding of key market segments and triggers, SAT has been able to maintain a strong presence in international and local markets.

"The tourism industry has changed over the last two years, given the tough economic times experienced globally," she says. "While we will continue our mandate to increase tourist arrivals year-on-year, we've acknowledged the need to embrace innovative and engaging strategies in order to achieve this." To this end, travellers can look forward to increased engagement with various SAT-owned platforms, including increased focus on social media and e-marketing. "Given that nearly 80% of travellers make use of digital platforms to make purchasing decision, our marketing efforts and strategies need to support and embrace the online culture," concludes McLean.

This dynamic attitude, together with a solid corporate governance foundation has allowed South African Tourism to maintain their position as the authority in the local tourism industry.

*Table A Arrival Stats, July 2010



It's Possible

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Platinum award as SARS excels

Penwell Dlamini

THE SOUTH African Revenue Service, the nation's agency for revenue collection, has once again walked off with the Grand Prix overall Public Sector Excellence Platinum award.

The platinum award means Sars excelled in both the public view and the view of the experts' panel (advisory council) which used their expertise and information such as auditor-general's reports, annual financial statements, public surveys and other publicly available documents to make their decision.

The advisory council was led by Riah Phiyega, head of the Presidential State Owned Enterprise Review Committee, and was made up of a variety of experts including Yvonne Mokgoro of the SA Law Reform Commission; Gugu Msibi, the director of Public Sector: Ernst and Young; Tasmeen Carrim - Policy and Research at the GCIS; Neil Higgs - director: Innovation and Development, TNS Surveys; Dr. Ivan May - president of Convocation at Wits University; and Thebe Ikalafeng - MD: Brand Leadership Academy and founder of the Public Sector Excellence initiative.

Based purely on the Public Sector Excellence Reputation Index, the awards reflect how everyday citizens evaluate performance in the public

Being at centre of service delivery very rewarding

sector.

In the Grand Prix Public Sector Excellence category, the National Treasury took Gold, Acsa won Silver and the Human Sciences Research Council took Bronze.

In the survey, Sars won gold on Overall Effectiveness Top Parastatals, two Golds for Service Orientation in Parastatals, and another Gold award in the Financial Services Sector.

The other department which received a Grand Prix Platinum award was the Department of Health for its HIV-Aids awareness campaign.

Sars is at the centre of service delivery. If they do their job well, the Treasury has more to spend on social issues, education, health and job creation. Sars recorded an 18% increase in compliance and early filing in this year's filing season at the end of October, compared to last year.



Neil Higgs, Director of Innovation and Development, TNS Research Surveys

Neil Higgs of TNS Research Surveys, said Sars was exceptional. Sars scored high on all good attributes such as good leadership, delivery on promises, staff who know what they are doing, using modern technology, being honest and friendly and also



Riah Phiyega, head of the Presidential State Owned Enterprise Review Committee

being trustworthy," Higgs said. "Not only did they score high on positive attributes, but Sars scored very low on negatives such as corruption, lack of honesty and integrity, being unfriendly and rude."

Higgs said Sars had worked hard over the years to improve its systems and tried their best to make paying tax easier for the taxpayers. "The awards show us that you can choose to do well and excel," Higgs said.

Mfundekelwa Mkhulisi

The 2010 Fifa Soccer World Cup may have come and gone, but the legacy of this global showpiece will remain.

Before the tournament kicked off on June 11 2010, doubting Thomases spread rumours that South Africa was a dangerous country and would not be ready in time for kick-off.

Despite the negative publicity, South Africa delivered one of the best tournaments that the Fifa Soccer World Cup has seen, thanks to the Local Organising Committee (LOC).

This earned the LOC a Gold award in the Grand Prix Public Sector Excellence category, for their campaign. The Grand Prix was decided by both the public and the advisory panel of experts, among them respected scholars, decision-makers and thought leaders in the public and private sector.

Platinum was taken by the Department of Health's HIV/Aids campaign, with Silver scooped by

2010 World Cup leaves a lasting legacy for Africa, South Africa

the Department of Women, Children and Persons with Disabilities. The Department of Transport received a Bronze award for its road safety campaigns.

Led by chairman Dr Irvin Khoza and chief executive Danny Jordaan, the LOC fulfilled the continent's ambition.

To keep the public updated on the developments, the LOC held media briefings every day. This made the job of journalists simpler.

The tournament was hailed for uniting the Rainbow Nation and putting the country on the world map for all the right reasons, and Fifa president Sepp Blatter was impressed with the organisation and commitment of all those involved.

The excellent work proved to the world that Africans were capable of organising a very successful World Cup.

Many disadvantaged communities, such as Paballelo in Upington in the Northern Cape, are enjoying the World Cup legacy. A world-class artificial turf was put on the local field.

About 27 football turfs were built by the LOC as legacy projects.

There was also an increase in tourism, which in turn helped create thousands of jobs in hotels, restaurants and other tourism-related areas. As many as 80 000 additional jobs related directly to the 2010 World Cup were created, mainly for local residents.

There were also job opportunities in construction, media, transportation, officiating and technology.

At least 56 dedicated

World Cup courts were set up across the country to deal with issues such as stolen match tickets, ambush marketing, trespassing and the more serious offences of assault and culpable homicide, and showed visitors that South Africa did not tolerate crime.

About 200 cases were heard in these courts and more than 100 convictions were secured.

Worldwide soccer website Goal.com International conducted a survey among soccer fans to determine whether the World Cup was a success or not. More than 70% of those interviewed said it was a resounding success.

At the end of the tournament this is what Jordaan said: "The opening match was an

incredible moment and gave me an incredible feeling. A dream came true on 11 June. I have to thank president Blatter for making the dream come true, as he showed great commitment, courage and vision to bring the Fifa World Cup to Africa. And in Fifa we found a synergy. We shared a common vision and they understood the heartbeat of our country."

Khoza said: "This tournament provided many great memories. One which stood out was Archbishop Desmond Tutu dancing at the opening match - and the last time I'd seen him dancing was back in 1994 during the first time he voted. But the crowning experience was Madiba's appearance at Soccer City (during the closing ceremony). His struggle was not in vain. This World Cup has made a statement. South Africa has never been so united."



Irvin Khoza



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The Department of Social Development scooped the Gold award for Community Engagement

It's Gold for delivering on promises

Penwell Dlamini

THE citizens have spoken. They trust the Department of Social Development because it delivers on its promises.

With a quarter of South Africans living on grants, the department's performance is very closely monitored by the people. The department provides support to reduce poverty, vulnerability and the impact of HIV and Aids.

Through partnerships with non-governmental organisations and state agencies, the department offers assistance to the elderly, disabled, unemployed and other vulnerable groups in society.

The Department of Social Development won the Gold award for Overall Effectiveness in Top Gov-

ernment Departments, followed by the Department of Basic Education, with Silver, and the Department of Agriculture, Forestry and Fisheries taking the Bronze.

The department also won the Gold award for Internal Effectiveness, followed by the Departments of Agriculture, Forestry and Fisheries with Silver, and Basic Education with Bronze.

The Department of Social Development scooped the Gold award for Community Engagement, with the Department of Arts and Culture taking Silver and the Department of Communications with Bronze. It also took the Gold award for Service Orientation in Government Departments and Service Orientation in Government Departments and Rural Areas.

Neil Higgs, director of innovation and development at TNS Research

Social grants have helped too many poor families

Surveys, said the citizens held Social Development very highly.

"They are thought to deliver on promises, have good leadership, are an organisation you can trust and their staff are good at what they are doing," he said.

"Citizens also view the department as an organisation which does well in uplifting the community because of social grants.

"People also thought the department communicated effectively,

used modern technology, is a good place to work in and with good customer service," Higgs said.

He said although this year's results cannot be compared to last year's because of some changes, it was worth noting that the department also did well last year.

"About eight to 10 years ago the same department was struggling with corruption.

"This means they have turned the corner and are getting things right," he said.

The Department of Health scooped the prestigious Platinum award in the Grand Prix Public Sector Excellence, for its campaign on HIV/Aids.

Campaigns such as LoveLife, TV dramas such as Soul City and the new campaign by government to get 15 million South Africans tested by 2011, improved the department's

winning formula.

"Awareness does not mean they are good," Higgs said. It at least confirms that citizens are either engaging with them or at best, are aware of the service, which in itself is also a necessity.

Citizens thought the Department of Health delivered on promises, had good leadership, can be trusted and the staff members were good at what they do.

"There were also people who thought the department was corrupt, slow and bureaucratic, rude, and was poor on service delivery," he said, adding that there were areas where people felt the Department of Health was good while in others they said it was bad.

He said the department had turned the corner in the last four years and its campaign was one of the most funded in the country.

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MaSisulu honoured for life dedicated to serving the nation

Mfundekelwa Mkhulisi

ALBERTINA Sisulu won the Lifetime Achiever Award in the Public Sector Excellence Awards, a fitting tribute to a woman who has dedicated her life to serving others.

This award is given to people who have contributed to the ultimate benefit of the general public.

MaSisulu's contribution to the wellbeing of South Africans speaks for itself. She gave her life to the struggle – both as the supportive wife of the late Walter Sisulu and in her own right as an activist.

She is the founder of the Walter Sisulu Paediatric Cardiac Centre for Africa (WSPCCA).

It is the largest philanthropic paediatric cardiac foundation in Africa, which focuses on the delivery of life-saving intervention for underprivileged children with congenital heart disorders from across the continent.

MaSisulu usually spends her day at the WSPCCA, a charity organisation that is run from the Sunninghill Hospital in Johannesburg. In October, the liberation struggle stalwart celebrated her 92nd birthday, which coincided with the 400th operation carried out at the centre.

Her leadership qualities underlined the respect she earned during the struggle when she was referred to as the "Mother of the Nation".

MaSisulu was born in the former Transkei, on October 21, 1918.

After matriculating, she studied nursing at the Mariazell College in the Eastern Cape.

She was later accepted as a trainee nurse at Johannesburg General Hospital (now Charlotte Maxeke) in the "non-European" section.

*She gave
her life to
the struggle*

The Sisulus were married on July 15, 1944. She became an active member of the Federation of South African Women (Fedsaw), which was involved in the ANC's boycott of Bantu education.

As an activist, MaSisulu has fought her whole life for human rights and dignity. She was the first woman to be arrested under the General Laws Amendment Act of 1963.

The Act gave the police the power to hold suspects in detention for 90 days without charging them, and she was placed in solitary confinement for almost two months.

She once said that her first Christmas without her husband was difficult. Over and above the pain of not being with him, she struggled financially.

Her children returned home from school in Swaziland for the December holidays and she was concerned that she might not be able to feed them. Holiday celebrations were a bleak affair, as many of her friends and comrades were either in prison or in exile.

"There was hardly anything to eat and I had to close the doors and windows to keep out the aroma of delicious food coming from the houses of our neighbours.

"We were so lonely. The people who we would normally spend the day with were not there. It was the worst Christmas we had ever had," she said.



Albertina and her late husband Walter Sisulu

Does your brand have what it takes to win the hearts of citizens?

Public Sector brands are some of today's most powerful and engaging brands. Today, there's one thing governments now acutely understand: Their customers – citizens – live in a branded world. Success in public sector marketing and branding is complex due to the nature of the public sector.

Is marketing and branding in the Public Sector a waste of public money? How should public servants be used in public marketing campaigns? Can investments in marketing and branding programs be justified? Is marketing and branding even appropriate for public services?

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Acsa leads the way to excellence

Monhla Hlahla, Acsa's CEO

Penwell Dlamini

SOUTH Africa's successful hosting of the World Cup helped parastatals such as the Airports Company South Africa (Acsa) and South African Airways (SAA) claim Gold awards in their sectors.

Acsa claimed the Gold award in the Tourism Sector, followed by SA Tourism with Silver and the South African National Parks with Bronze award.

In addition, Acsa scooped the Silver award in the Grand Prix Public Sector Excellence which is judged by both the public and by an advisory council of experts.

The committee is made up of a range of experts including judges, academics and auditors who use their experience and public documents such as financial statements and international surveys to make their decision.

Neil Higgs, director of innovation and development at TNS Research Surveys, felt Acsa's staff members were good at what they do.

"People also felt that Acsa delivered on its promises, was a good place to work in and it used modern technology," Higgs said. "They also scored very low on negative attributes such as corruption and being unfriendly and rude."

"Their excellence during the World Cup played a huge role. The World Cup was one of their success stories," he said.

Acsa spent about R17 billion on upgrading the country's airports. As the main entry point into the country, OR Tambo International Airport was the centre of scrutiny because Gauteng hosted most of the games.

All the airports were completed on deadline, with new systems upgraded to handle thousands of soccer fans who



A brand new King Shaka International Airport in Durban was completed on time at a cost of R7,2 billion.

Parastatals up to the task in delivering WC

visited our shores.

The main focus was the upgrading of runways, terminals, parking and fuel tanks. A brand new King Shaka International Airport just outside Durban was completed on time to the tune of R7,2 billion.

"We have strived to deliver on our mandate constantly," said Monhla Hlahla, Acsa's CEO.

Hlahla said that there were people who doubted that Acsa would finish all the infrastructure upgrades and new airports on time, but it did.

SAA received the Gold award in the Transport Sector followed by Transnet with Silver and the South African National Roads Agency with Bronze.

Despite being rocked by huge leadership squabbles,

the SABC took the Gold award in the Communications Sector. Silver went to South African Post Office and Telkom. Bronze went to the Broadcasting Complaints Commission.

Higgs said that because the SABC used radio and reached a vast audience, ordinary people probably did not know much about the squabbles in the broadcaster.

He said because of its interactive nature, citizens felt that the SABC engaged the community and listened to people's concerns. The public broadcaster also scored well on using modern technology.

Higgs said that it was possible that the SABC could have scored more due to its World Cup campaign: Feel it, It is here.

PetroSA scooped the Gold award in the Energy and Minerals Sector, with Nersa and Eskom taking Silver and Bronze, respectively.

"PetroSA is not known. The reason it did well is because it got low negative attributes, not because it had high positive ones," Higgs said.

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I wish someone would do something about the potholes in the road.

The World Cup a boon for South African Tourism

Penwell Dlamini

SA Tourism won the Silver award for tourism sector excellence.

Acasa claimed the Gold award in this category and the South African National Parks received Bronze.

The view of citizens was obviously influenced by the role that tourism industry played in the successful hosting of the World Cup.

The soccer spectacle provided a platform for the country to show off its tourism industry and SA Tourism was at the centre of creating an unforgettable experience for visitors.

Tourism remains an important driver of economic growth and job creation, accounting for 7,9 percent of GDP last year.

Thandiwe January-McLean, CEO of SA Tourism, said the brand value unlocked for Des-

*Hosting
the event
improved
infrastructure*

tinuation SA after the tournament was immeasurable.

"Not only did the event increase the positive perceptions of our country, but we laid the groundwork for continued improvement in tourist arrivals," she said.

"Hosting the event proved to be a catalyst for infrastructure development which will continue to serve the tourism industry for many years to follow," January-McLean said.

She said the country welcomed close to 400 000 visitors to its shores and through positive

experiences, many have become brand ambassadors for South Africa.

"Our task now is to ensure that the expectations set out by these visitors are met by ensuring a consistency in service levels, world-class experiences and memorable moments," said January-McLean.

Through the recently launched global campaign of 20-Experiences-in-Ten-Days, SA Tourism has harnessed the power of peer-to-peer marketing by offering unrivalled experience-based trips for four international couples.

Each couple documented their trip and SA Tourism captured highlights of their South African experience.

"While we will continue our mandate to increase tourist arrivals year-on-year, we've acknowledged the need to embrace innovative and engaging strategies in order to achieve this," she said.



The Fifa Soccer World Cup brought visitors from far and wide

Public Sector Excellence Awards: As Voted By Citizens - 2010

Lifetime Achievement for Distinguished Public Service					
Mrs. Albertina Sisulu					
Grand Prix Public Sector Excellence		Platinum	Gold	Silver	Bronze
Overall Public Sector Excellence - Organisation		SARS	Treasury	ACSA	HSRC
Overall Public Sector Excellence - Campaign Leadership and Communication		HIV/AIDS Awareness (DoH)	FIFA World Cup (LOC)	Abuse Against Women & Children (DoWYD)	Road Safety (DoT)
Awareness - Top 5 government campaigns		1. HIV/AIDS Awareness 5. FIFA World Cup	2. Abuse against Women & Children	3. Health Awareness	4. Road Safety
Effectiveness - Top 5 government campaigns		1. HIV/AIDS Awareness 5. Road Safety	2. FIFA World Cup	3. Health Awareness	4. Abuse against Women & Children
Top 10 leaders in government		Jacob Zuma, Bheki Cele, Helen Zille, Trevor Manuel, Nkosazana Dlamini Zuma, Aaron Motsoaledi, Sibusiso Ndebele, Kgalema Montlanthe, Tokyo Sexwale, Meshack Radebe			
Overall Effectiveness & Service Orientation		Gold		Silver	Bronze
Overall effectiveness - Top Parastatals/Government Bodies	Sub-index based on 8 overall effectiveness attributes	SARS		SAPO	ACSA
Overall effectiveness - Top Government Departments		Social Development		Basic Education	Agriculture, Forestry and Fisheries
Internal effectiveness - Top Parastatals/Government Bodies	Sub-index based on 5 internal effectiveness attributes	ACSA		SABC	Telkom SA
Internal effectiveness - Top Government Departments		Social Development		Agriculture, Forestry and Fisheries	Basic Education
Community Engagement - Top Parastatals/Government Bodies	Sub-index based on 7 community engagement attributes	SABC		Telkom SA	SA Tourism
Community Engagement - Top Government Departments		Social Development		Arts & Culture	Communications
Service Orientation - Parastatals/Government Bodies	Sub-index based on 7 service orientation attributes	SARS		SAPO	SABC
Service Orientation - Parastatals/Government Bodies, rural areas		SARS		SAPO	SABC
Service Orientation - Government Departments		Social Development		Arts & Culture	Basic Education
Service Orientation - Government Departments, rural areas		Social Development		Basic Education	Finance (National Treasury)
Sector Brand Leadership		Gold		Silver	Bronze
Transport Sector	Sub-index based on all 20 attributes	SAA		Transnet	South African National Road Agency
Financial Services Sector		SARS		SARB	SEDA
Communication Sector		SABC		SAPO/Telkom SA	BCCSA
Legal Sector		SABS		CCMA	NPA
Tourism Sector		ACSA		SA Tourism	SANParks
Energy and Minerals Sector		PetroSA		NERSA	Eskom
Training and Development Sector		SETA		CSIR	HSRC
Overall Public Awareness					
Awareness of Government Departments		Police (SAPS), Health, Home Affairs, Transport, Labour, Correctional Services, Arts & Culture, Basic Education, Tourism, Water and Environmental Affairs			
Awareness of Parastatals/government bodies		Telkom SA, Eskom, SABC, SARS, Transnet, Metrorail, SAPO, SAA, SA Tourism, SARB			