

PUBLIC SECTOR **EXCELLENCE**TM



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Mail & Guardian



BRAND LEADERSHIP
ACADEMY



SARS scores again
Samuel Motsuenyane and
Brigalia Bam honoured for
lifetime of service





Adv. Thuli Madonsela, Public Protector of South Africa

A look behind the awards

Public Sector Excellence is an independent non-profit citizen-centred brand-driven initiative to assess, inspire, and celebrate excellence in the public sector. It is a proactive vehicle to give citizens a voice in public service and to give input to government and its agencies, SOEs, and the communication partners responsible for delivering social services and communicating with citizens.

The Public Sector Excellence initiative comprises research, training, and awards to recognise and inspire excellence in the public service through its government departments and its agencies, state owned enterprises (SOEs). There is also a Lifetime Achievement for Distinguished Public Service award to recognise retired public servants who have served South Africa for more than 20 years.

To ensure the integrity of the initiative, the public sector is not a part of the research and adjudication process. This process is a combination of independent citizen research conducted by leading public polling research company, TNS Research Surveys, and a robust deliberation of the results

by an independent Public Sector Advisory Council.

“We are in the process of building a performance orientated state which should practically turn our promises into action. Our actions should begin to impact directly on what our people are experiencing on a daily basis when they come into contact with government. It is for this reason that we did not hesitate nor doubted our commitment and participation in the Public Sector Excellence awards,” said Collins Ohm Chabane, Minister of Performance Monitoring and Evaluation, at the Public Sector Excellence 2010 awards.

This point is reinforced by Professor Gerard Hastings, author of “Social Marketing: Why Should the Devil have all the Best Tunes?” who also spoke at the Public Sector Excellence 2010 awards.

“The global financial crisis, driven by failings in the private sector, only serves to emphasize the crucial role of the public sector. The Public Sector Excellence initiative is a superb initiative which helps ensure that this vital dimension of any modern society gets accurate performance feedback and so continues to flourish,” said Hastings.

Public Sector Excellence Advisory Council

The Public Sector Excellence Advisory Council comprises of experienced and respected South African decision-makers, scholars, influencers, and thought leaders in the public and private sector, and civil society. Their role is to provide overall strategic guidance to ensure the relevance, credibility, and sustainability of the initiative. They also give input to the Public Sector Excellence Reputation Index methodology to ensure the credibility of the results, and to filter the quantitative results with qualitative insights. The council recognises the Grand Prix for Public Sector Excellence honourees and recognise leading South Africans who have contributed to public service in South Africa with a Lifetime Achievement for Distinguished Public Service.

Public Sector Excellence Lifetime Achievement Award for Distinguished Public Service

The Public Sector Excellence Lifetime Achievement Award for Distinguished Public Service honours the lifetime accomplishments and contributions of living and

retired leading citizens, dedicated to improving the lives of South Africans and a creating a better republic of South Africa based on the following criteria:

- Outstanding sustained contributions for the ultimate benefit of the general public or the Republic of South Africa.
- At least 20 years of formal or informal public service as professionals, volunteers or activists, in the public and/or not-for-profit sector, including service on boards and commissions, governmental service and professional organisations.
- Recognised as living role models and inspirational leaders for their selfless contributions to public service.
- Shown outstanding dedication to their work and/or causes while maintaining a high level of commitment to public service leadership, accountability, governance, and ethical standards.
- Developed, managed and/or facilitated successful partnerships with other government, private-sector, volunteer or non-profit organisations that help to bring policy to life and

enhance service delivery, with a view to better serving South Africans.

- Demonstrated the spirit of Ubuntu and Batho Pele – Putting People First.

A Brand Leadership Academy initiative

Brand Leadership Academy is a centre of excellence in brand-driven, customer-centric leadership development in an information and borderless world. Working collaboratively with distinguished global and local scholars, decision-makers, and thought leaders in business and society, the Academy aims to inspire emerging and established leaders and their organisations by strengthening their marketing, brand and reputation-building capabilities with cutting-edge, cross-disciplinary, world-class insights to help them realise their potential and build great leadership brands in Africa and the world. Brand Leadership Academy is a division of Brand Leadership Group.

www.brandleadershipacademy.org
www.publicsectorexcellence.org
www.brandleadership.com

Bam recognised for her contribution to society

The Advisory Council of the Public Sector Awards selected Dr Brigalia Bam as a recipient of the 2011 Lifetime Achievement Award in honour of her role as a leader and in recognition of her contributions to South African society.

To a great extent, she is recognised for her role as the chairperson of the Independent Electoral Commission (IEC). Her sterling career, spanning well over 30 years, has seen her establish her credentials as a strong leader both locally and abroad.

Her wisdom, leadership skills,

strong advocacy for women issues, promotion of democracy and her willingness to serve her country with great passion are just some of the characteristics which led to this recognition. Bam is recognised and widely appreciated as an asset to South Africa. Under her leadership, the IEC has become the standard bearer for how elections should be run. The IEC now enjoys the reputation among South Africans and international governments of being a credible and visionary organisation.

She leaves a legacy that can only be improved by those who fol-

low in her footsteps.

Born in the Eastern Cape, Bam has held various and interesting positions throughout the world, including:

- Serving as a qualified social worker and school teacher in her earlier career;
- Programme director of the World Council of Churches in Switzerland;
- Serving as the Africa regional secretary and coordinator of the Women's Workers Programme;
- Co-ordinator of the World Young Men Christian Association (YMCA);
- Co-ordinator of the Young Women's Christian Association (YWCA);
- Chairperson of the Open Society Foundation;
- Programme co-ordinator for development and human rights at the YWCA.

Her achievements have been noted by many institutions and organisations over the years. Chief among her accolades was being



Dr. Brigalia Bam, recipient of the 2011 PSX Lifetime Achievement for Distinguished Public Service

awarded the highly acclaimed Order of the Baobab in Silver in 2004. This was granted to her for her distinguished contributions to the upliftment of women and democracy-building in South Africa. The order is awarded to South African citizens for distinguished service delivered above and beyond the ordinary call of duty.

Other awards include:

- Shoprite Checkers Women of the Year Lifetime Achievement Award;
- Chancellors Medal - University of Pretoria;
- Order of the Church of Cyrene, Church of the Province of South Africa;
- Women Achievers' Prestige Award - Rapport Publishers;

Women of Faith - Women Witness Award - Ecumenical Church Worldwide;

- Honorary Doctorates from the Universities of Fort Hare, Unitra, Durban Westville, and Victoria in Toronto.

A humble and dedicated leader, Bam continues to serve the public. She is currently the chairperson of the South African Development Coordination Conference Electoral Commission. She is also the secretary-general of the South African Council of Churches, secretary and coordinator of the Women Workers Programme (Africa region) for the International Food and Allied Workers Association and director of the programme of the World Council of Churches.

COMMISSION FOR CONCILIATION, MEDIATION AND ARBITRATION LEGAL SECTOR: SECTOR EXCELLENCE GOLD AWARD WINNER

By winning gold again last week in the Public Service Excellence awards, the CCMA is riding high, having ranked in the top three for three consecutive years.

It may well be said that the award represents a poignant story of success and service to South African employers and workers. As an organisation whose very mandate is derived from the South African constitution, the CCMA is truly a shining example of cooperation and joint decision making by the social partners. This also proves that parties who are often pitted against each other in negotiations at the workplace can put aside their differences and as Governing Body members guide such a forceful organisation.

Winning gold in the public service excellence awards for the second time in three years is a resounding vote of confidence and trust from the people of South Africa for its consistent delivery of service excellence.

Committed staff, commissioners and interpreters, lead from behind by the Director Nerine Kahn and dedicated management team, work very hard to ensure that the people who need the CCMA most are serviced as speedily and effectively as possible. It is such commitment at all levels that has made the CCMA stand out as a glowing example of achievement and success under our constitutional democracy.

This is also demonstrated in the organisation's impressive record of delivering on its strategic plan, "Siyaphambili" (We are moving forward), that drives its commitment to service delivery excellence. That said, the CCMA is constantly striving to go beyond and exceed the efficiencies and targets that it sets each year. In so doing, the CCMA has been able to efficiently and speedily deliver its full range of statutory and other services and more recently take on an expanded mandate. Flowing from the CCMA's Think Tank event celebrating its 15th birthday in November last year, the CCMA aims to intensify capacity building of business and labour representatives and play a more interventionist role in assisting parties to conclude ground-breaking agreements to deal creatively with labour market challenges.

The CCMA has earned both local and international recognition and it is considered a world leader in dispute resolution and prevention. This is demonstrated by the fact that its Director was in Italy on the day of the award ceremony, participating in an International Labour Organisation (ILO) project to develop a handbook and guide to assist other emerging democracies in their efforts to obtain improved benefits from a revitalized and dynamic labour dispensation and in creating independent dispute resolution bodies such as the CCMA.

In such international forums too, the CCMA is able to take its place among world experts and it is organizationally considered to be an example of the kind of ideal dispute resolution agency in protecting and advancing social justice in the workplace. The CCMA's expertise and work are therefore regularly used internationally to demonstrate this. The CCMA's volume of work is often staggering to many in the international arena with many believing the CCMA has become a victim of its own success. Importantly, the CCMA has received an unqualified audit report from the Auditor General for many years despite working under tight budgetary constraints and often achieving the near impossible to make its budget go so much further.

The CCMA's ability to effectively manage its growing case load is seen both as a positive and a negative attribute which has forced a rethink on strategies and priorities to better support organised labour and business to self-regulate and to prevent and resolve disputes at the workplace.

It should always be remembered that the CCMA was established



Mr. Thebe Ikalafeng; Acting-Director: Ronald Bernickow; Adv Thuli Madonsela and Mrs. Tasneem Carrim.

to ensure fair labour practices and to protect the rights of the vulnerable in our society. Its daily case load shows that it has become a place to which employers or employees, blue collar workers to chief executives to large national and multi-national corporations go for assistance to resolve their workplace disputes.

The CCMA will be sixteen-years old in 2012. While the founders of the CCMA visualized and developed the initial structures, aims and necessary policies through which to execute its statutory mandate, sustaining and improving upon this each year remains its greatest and ongoing challenge.

While the organization is now well recognized for its momentous achievements, there is always room for improvement, to go further and expand on its scope of work and services. The CCMA will therefore in the years ahead constantly work to remain one of the many jewels in our post-democracy crown. It will continue to strive for excellence with its supportive Governing Body, determined and focused management team and committed team of commissioners, interpreters and staff.

CCMA GOVERNING BODY MESSAGE TO SOCIAL PARTNERS

The CCMA Governing Body is proud that the CCMA has again won GOLD for Sector Excellence in the Legal Sector in the Public Service Excellence Awards. This is the third year since the awards have been established and the CCMA has won GOLD in 2010, SILVER in 2011, and GOLD again this year which is a major achievement.

The Governing Body of the CCMA wishes to congratulate the people of the CCMA that have made this possible. We acknowledge the role and leadership of the CCMA Director, Nerine Kahn, the Executive Management and Senior Management teams and very importantly, the role of all CCMA Commissioners, Interpreters and staff who are on a daily basis striving to deliver excellent service to the people of South Africa. Without them nothing would be possible.

The ongoing commitment of the CCMA to service excellence is also made possible through the supportive role played by our social partners: Government, Organised Labour and Organised Business. We also wish to thank the

a high performance organisation that delivers excellent services to the people of South Africa. As the CCMA Governing Body and broader CCMA family, we look forward to another year of service excellence to the people of South Africa.

CCMA Governing Body

Ms Tanya Cohen, Mr Bhekisizwe Ntshali, Mr Elias Monage, Mr Thembinkosi Mkalipi, Ms Ntsoaki Mamashela, Mr Ian Macun, Mr Kaizer Moyane, Mr Leon Grobler, Ms Aruna Ranchod, Mr Narius Moloto.

Minister of Labour Mildred Oliphant congratulates the CCMA

I would like to congratulate the CCMA - Commission for Conciliation, Mediation and Arbitration - for being awarded the GOLD for Sector Excellence in the Legal Sector in the Public Service Excellence Awards.

The CCMA is an independent entity under the Department of Labour and this award recognises and affirms the CCMA's role of promoting social justice and economic development in the world of work and to be the best dispute management and dispute resolution organisation trusted by all social partners.

In a country like ours, institutions like the CCMA further entrench and give real meaning and effect to rights that workers should enjoy as enshrined in our Constitution. It is a further proof of our Government's commitment to deliver services to all the citizens irrespective of class, gender or race. I trust that the award will spur the CCMA to work even harder in helping create a more just labour dispensation.

Minister of Labour, Ms Nelisiwe Oliphant for her support and encouragement.

We also wish to thank CCMA users and the South African public for their vote of confidence and encouraging feedback. The CCMA gives its commitment to work to further improve our levels of service to the public, as reflected in the goals set out in the CCMA's five-year SIYAPHAMBILI strategic plan.

We congratulate the CCMA for the ongoing efforts to build



Commission for Conciliation, Mediation and Arbitration "Revolutionising Workplace Relations" Award Winner - 2009, 2010 and 2011 Sector Excellence: Legal Sector in the Public Service Excellence Awards.

The CCMA is an independent dispute resolution statutory body established in terms of the Labour Relations Act 66 of 1995.

Committed to serving the South African labour market, by:

- Providing speedy, effective dispute resolution with emphasis placed on mediation;
- Promoting collective bargaining and job security;
- Promoting social justice in the workplace and making the law and the CCMA accessible to the public nationwide; and
- Offering outreach and capacity building services to employers and unions.

Working together with government, business and labour to deliver social justice in the workplace.

Serving the People of South Africa since 1996

Call Centre: 0861 16 16 16 Email: info@ccma.org.za Website: www.ccma.org.za

Motsuenyane recognised for leading change for black business

In honour of the monumental role he has played in establishing a voice for black business in South Africa, the Advisory Council of the Public Sector Awards selected Dr Samuel Mokheti Motsuenyane as a recipient of the 2011 Lifetime Achievement Award.

A pioneering and visionary leader, Motsuenyane is one of the founding fathers and a past president of the National African Federated Chamber of Commerce (NAFCOC), established in the 1970s and 1980s.

The Advisory Council selected him because of his pioneering spirit and resolve to positively influence the course and outcome of black determination. The council also recognised him for creating a space for the involvement and contribution of black business in the social and economic well-

being of their communities.

Post-1994, Motsuenyane ensured that black businesses took their rightful place in the broader economy of South Africa. This was driven by the need to see black businesses effectively contributing towards the growth and development of South Africa.

In his career of more than 40 years, Motsuenyane has achieved several significant milestones, including:

- The establishment of a viable and vibrant farming community in Winterveld through abolishing subsistence farming and commercialising farming. This has enabled the farmers to compete in the open market. The approach has seen the local farmers sell their produce to established outlets like Pick 'n Pay in the Soshanguve area;

- He has established many black-controlled companies;
- He served as ambassador to the Gulf States until 2000;
- He was instrumental in the establishment of a unique Agricultural Secondary School in Winterveld. This was spearheaded by the Dr Sam Motsuenyane Rural Development Foundation.

His courage and determination have been noted by numerous institutions and organisations, both in the public and private sectors, including:

- Receiving the Order of the Baobab Gold in 2002. This was granted to him as a South African citizen for distinguished service, delivered above and beyond the ordinary call of duty;
- The Sowetan Business Award;
- Harvard Business Club Award;



Dr. Sam Motsuenyane, recipient of the 2011 PSX Lifetime Achievement for Distinguished Public Service

- The Sunday Times Business Awards, Free Market Award and several awards from the NAFCOC Regional Chambers;
- Business Development Award from the Black Management Forum;
- Frans du Toit Medal for Business Leadership;
- Sunday Times Top Business Award;
- Star Business Leadership Award

Motsuenyane continues to serve the people of South Africa through the rural foundation bearing his name and to share his vision and leadership skills to uplift his fellow countrymen. In his recent autobiography, *A Testament for Hope*, Motsuenyane extols the virtues of hard work and encourages South Africans to reach for greater heights.

SARS on the receiving end

The South African Revenue Service (SARS) was recently recognised with four Public Sector Excellence awards recognising its all-round excellence in serving South Africans during the past year..

The awards are based on feedback from citizens and celebrate excellence in the public sector based on the Public Sector Excellence Reputation Index results. But despite this recognition, SARS deputy commissioner Ivan Pillay cautions against arrogance.

"We have to remember that these awards deal with the perceptions of people and that our acknowledgment is relative to other institutions in the sector. In many ways, they show our 15 000 staff members that they are making a valuable contribution. But we must position ourselves within the South African context and learn continuously from what is happening around us," he says.

For Pillay, one of the reasons why SARS was recognised is that it communicates very well internally and externally. Its communications flows from how the organisation operates and avoids media spinning at all costs, as Pillay

believes "it catches up with you in some way or another".

Going the extra mile

"Additionally, SARS prides itself in its sensitivity to the people who have complaints. While we believe that in general we do things right, there are times when we receive phone calls [from] people complaining or read a letter to the editor in the newspaper with a valid complaint," says Pillay.

To this end, he says, SARS is determined to go the extra mile. He feels that although SARS is a government institution and gets paid by government, it ultimately services the tax payer.

And awards such as these are very important for a number of reasons. Pillay feels that companies will always have a debate about whether it is salaries, wages and bonuses that motivate staff. For SARS, the acknowledgement by the public is vitally important as it provides a wonderful incentive for its employees to do even better.

"Our employees continue to provide us with commitment and dedication. It is not easy to stay on the right path under quite difficult circumstances. We have to keep everybody aligned and rise above

the diversions and distractions that are ever present," says Pillay.

Death and taxes

Pillay agrees that the Public Sector Excellence awards certainly show that people's perceptions around the 'tax man' are changing. The acknowledgement SARS is receiving proves that its compliance model is paying dividends.

He says that this model consists of three levers that need to be pulled to improve compliance: education, service and enforcement. People need education to understand why taxes are required and where the money goes. On a service level, SARS is committed to making it as easy as possible for people to interact with the systems and make payment. Finally, enforcement needs to be credible. With enforcement, the intention is not to punish an individual but to demonstrate to others that such enforcement exists.

"This model is very useful, as there is this constant need for balance. For example, we need to balance our enforcement stance against the fact that [...]taxes [are] a grudge payment. We just want to make it as easy as possible for people to comply," he says.

On the technology side

SARS is known for its use of technology to make the tax process as smooth as possible for its customers. However, Pillay says that it is only the past four or five years that SARS has really begun applying some of the technology

that most people get excited about.

He says that the department started building its capabilities by improving its processes. After all, he says, technology in itself is not a silver bullet.

"Any organisation needs to have the processes and systems in place before it can start thinking about the technology. In the early years, SARS did not want to rush the technological change. Our first stage focused on improving our processes and fixing our management systems," says Pillay.

According to Pillay, the technology rollout was conducted using a weighted model to ensure that all the basic elements were covered first. This has seen the system evolve to such an extent that almost 85% of actions from users do not require any manual interventions but instead filter straight through the system.

The bad and the good

But Pillay readily admits that SARS is not without its challenges.

"We are part of a value chain. We collect the tax and [they] are deployed elsewhere. But the way taxes are deployed have an impact on the value chain as a whole. In South Africa, we have a relatively small tax base which we need to grow overall by growing the economy," he says.

One of the biggest challenges SARS faces is economic growth. This is not helped by the current global financial crisis. He also says that South Africa has its own chal-

lenges that make it unique from other countries. Pillay says that the legacy of apartheid has done considerable damage to the psyche of the country and it is a challenge that is faced by every South African.

But of all the challenges faced and the positive things SARS has done, Pillay is the most proud of the department's stability.

"SARS has very good macro-stability in the sense that both Trevor Manuel and Pravin Gordhan were involved with the organisation for a long time. Stability is what is needed so that we can afford to make mistakes and get better at things. Many other government departments have not had this good fortune," he says.

This stability has also enabled SARS to push the self-service message. It wants to get as many processes and technologies in place to let people manage their taxes themselves.

"We want a situation where a customer has one reference number, so that he or she would not have to do different things with government in parallel to SARS. Imagine this number linking across all government departments and integrating all your business under one umbrella," he adds.

Pillay admits that SARS still has a long way to go and is succeeding better with individuals than with businesses. However, by striving to decrease the cost of compliance, he is confident that even in the corporate sector, inroads will be made.

Measuring and rewarding excellence in public service

No government can deliver on the required public goods to ensure a better life for all without the votes of citizens and the paying of taxes. These key imperatives are the inspiration behind the Public Sector Excellence initiative, now in its second year.

And while important, voting and paying taxes are not enough anymore. Citizens must be more active in making their needs heard, understood and delivered to the government. They need to provide feedback on service delivery, the direction it is taking and their experience of it. After all, it is the citizens who are the customers. Unfortunately, many people leave it too late to make their voices heard. Often, this dissatisfaction is aired through taking part in strikes and withholding taxes. But these steps only succeed in compromising the quality of lives, especially when government is unable to deliver essential services.

Naturally, the success of the country is of mutual interest to government and its citizens. Therefore, both government and citizens have a responsibility to ensure that the relationship succeeds.

The Public Sector Excellence Awards are a citizen-centred recognition and cel-

bration of excellence in the public sector based on the Public Sector Excellence Reputation Index results. The awards raise the profile of the work and achievements of winning teams, agencies and organisations not only among colleagues and peers but, most importantly, as a validation by citizens of their efforts.

The Public Sector Excellence initiative has one goal: to give government and citizens an independent channel to help each other create a better South Africa. It deliberately chooses to focus on excellence. The awards are a 'name and shine' rather than a 'name and shame' initiative.

We believe that if all citizens recognise and reward excellence, it will be a catalyst for inspiring others to go from good to great. It does the country harm to highlight what is wrong without celebrating the achievement of what is right. As the Public Protector, Thuli Madonsela, said at the Public Sector Excellence 2011 Awards ceremony, there is a lot to celebrate in our teenage democracy.

And while it is not influenced in any way by government, the Public Sector initiative wants to provide an independent and objective input to government. Furthermore, it wants to support a gov-

ernment which Collins Ohm Chabane, minister of performance monitoring and evaluation, said is "striving to build a performance-orientated state which turns promises into actions to impact directly on what our people are experiencing on a daily basis when they come into contact with government."

It is therefore fitting that the recipients of the Lifetime Achievement for Distinguished Public Service are no less than the selfless doyens of public service and heroes of the struggle to create a free and equitable South Africa, Dr. Brigalia Bam and Dr. Sam Motsuenyane.

Their excellence is the legacy that is being carried through by the members of the Public Sector Excellence Advisory Council - Riah Phiyega, Justice Yvonne Mokgoro, Tasneem Carrim, Neil Higgs, Gugu Msibi, Prof. Mandla Mchunu and Shaka Sisulu. These members give of their time and intellect to ensure the awards process is robust, representative and fair. They are aided by the globally reputed TNS South Africa.

Our future as a nation is in great hands if we continue to have examples of excellence such as SARS and the Department of Health setting the pace for the change we want to see in our world.



**Thebe Ikalafeng Founder and Chairman
Public Sector Excellence**

PUBLIC SECTOR EXCELLENCE™

Brand Leadership Academy Public Sector Excellence Awards and Acknowledgements Summary 2011

AWARDS					
Lifetime Achievement for Distinguished Public Service					
1	Dr. Brigalia Ntombemhlophe Bam				
2	Dr. Samuel Mokhehi Motsuenyane				
Grand Prix Public Sector Excellence					
3	Organisation	Brand Leadership Academy Index based on all 20 attributes	SARS		
4	Public Service Campaign	Based on QB6b (campaign effectiveness)	HIV/Aids Awareness (Department of Health)		
Effectiveness & Service Orientation					
5	Leadership - Top State Owned Entities	Sub-index based on 9 internal effectiveness attributes	Gold	Silver	Bronze
6	Leadership - Top Government Departments		SARS	Telkom SA	SAPO
Community Engagement - Top State Owned Entities					
7	Community Engagement - Top State Owned Entities	Sub-index based on 7 community engagement attributes	Basic Education	Social Development	Tourism
8	Community Engagement - Top Government Departments		Telkom SA	SABC	SARS
Service Orientation - Top State Owned Entities					
9	Service Orientation - Top State Owned Entities	Sub-index based on 7 service orientation attributes	Basic Education	Communications	Social Development
10	Service Orientation - Top Government Departments		SARS	SAPO	SABC
Sector Excellence					
11	Sector Excellence: Transport Sector	Brand Leadership Academy Index based on all 20 attributes	Gold	Silver	Bronze
12	Sector Excellence: Finance Sector		SAA	Transnet	SANRAL
13	Sector Excellence: Communication Sector		SARS	SARB	IDC
14	Sector Excellence: Legal Sector		SABC	Telkom SA	SAPO
15	Sector Excellence: Tourism Sector		CCMA	SAHRC	NPA
16	Sector Excellence: Energy and Minerals Sector		ACSA	SA Tourism	SANParks
17	Sector Excellence: Training, Research and Development Sector		Eskom	PetroSA	NERSA
ACKNOWLEDGEMENTS					
Awareness					
Awareness of Government Departments		Based on QB1	Police (SAPS), Home Affairs, Health, Transport, Labour, Water Affairs, Basic Education, Public Works, Arts & Culture, Tourism		
Awareness of State Owned Entities		Based on QB2	Eskom, Telkom SA, SABC, SARS, SAPO, SAA, Transnet, SABS, SA Tourism, SARB		
Leaders					
Top Leaders in Government		Based on QB5	Jacob Zuma, Helen Zille, Bheki Cele, Kgalema Motlanthe, Nkosazana Dlamini Zuma, Trevor Manuel, Tokyo Sexwale, Patricia De Lille, Blade Nzimande, Angie Motshekga		