



Service Delivery Improvement
Annual report 2017/18

Statistics South Africa

Annual Service Delivery Improvement Plan

2015/16–2017/18

Progress report for the period

1 April 2017 to 31 March 2018

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1. Introduction

Statistics provide the foundation for planning, monitoring and evaluation for all state, political and private transactions. It also provides a crucial cornerstone for decision-making in a developing country. It is a global public good and must therefore be used for transparency, accountability, results-based management and transformation. Statistics South Africa (Stats SA), as a national government department reporting to the Minister in the Presidency, is mandated through the Statistics Act (Act No. 6 of 1999) to produce and disseminate key national economic, social and population indicators.

Stats SA' Strategic Plan (2015–2019) stresses the renewed emphasis on service delivery in South Africa. The drive is to ensure that public services are delivered in an accountable, responsible and transparent manner, therefore increasing the need for more focused and specific service infrastructure and delivery statistics.

Stats SA developed a Service Delivery Improvement Plan (SDIP) to provide a focused approach to continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery by putting people first. The 2017/18 financial year represents the third year of implementing the 2015/16 to 2017/18 SDIP for Stats SA.

This document reports on the service delivery performance of the organisation against the targets set in the 2017/18 SDIP, which are aligned to the overall strategic direction. The report highlights progress made on key services of the organisation set in the 2017/18 SDIP, the situational analysis, challenges, mitigation factors and recommendations. Monitoring and reporting on progress is key to ensure proper implementation of the Stats SA's Service Delivery Improvement Plan.

2. Key services

Key services and products delivered by the department are mainly: economic statistics, population and social statistics, and statistical services, support and advice. Statistical products produced include measuring changes in the value of the South African economy (GDP), estimating the size, geographic distribution and characteristics of the population, and providing indicators of price inflation (CPI), employment, earnings, crime and migration. Stats SA produces statistical releases utilising data collected through censuses, surveys and administrative platforms. Censuses are currently conducted every ten years, while normal statistical surveys are conducted on a monthly, quarterly, annually and periodic basis.

Collected data are processed and disseminated through various platforms, which include: Stats SA's website, social media, CDs, and hardcopy format within set timelines and specified budget. Training on SuperCross as a disseminating tool was also provided to parliamentarians, municipality staff, researchers and various academic institutions, among others.

According to the Stats SA's Annual Report of 2017/18, Stats SA had responded to an estimate of 96,1% simple requests, 96,8% normal requests and on average 93,2% of special/subject matter requests. These requests are received through walk-ins (visitors physically coming to Stats SA offices nationally), telephonically (through the call centre, user information services, reception and/or any Stats SA staff member), via the website link, and Stats SA mobile applications. All received requests are captured on Stats SA's Customer Relations Management (CRM) tool. Details are covered under section 6 (Quantity: Current status and projected targets).

3. Situational analysis

Access to high-quality statistical information collected and produced independently and professionally forms a strong pillar of a National Statistics System (NSS). The field of statistics is changing as a result of data revolution and technology, the economic reality and societal changes have evolved and consequently, the demand for statistical information has expanded both at geographic level and frequency. These environmental changes demand transformation of statistics in the public domain, regardless of whether they are produced as official statistics by organs of state, or by private entities to ensure relevance in the business of the state. Stats SA will be at the core of leading a transformation agenda of statistics in the country for the measurement of progress and development towards achieving the goals and targets set out in policy agendas. The central principle and role statistics must play in society is: the use of statistics for transparency, accountability, results-based management and transformation.

Stats SA informed socioeconomic planning, monitoring and decision-making by providing accurate, relevant and timely economic, population and social statistics. Releases published covered national accounts estimates, business cycle indicators, structural industry statistics, private sector and government financial statistics, statistics on the labour market, agriculture, life circumstances, service delivery, poverty and inequality, population dynamics, and safety and security. A total of 265 releases were published during the year.

3.1 Economic statistics service delivery environment

During the financial year 2017/18, initiatives in the Economic Statistics branch focused on improving service indicators by developing a new series of analytical reports to facilitate the understanding of periodic reports on the trade sector as well as continued workshops with users across the country to encourage the use of government and private sector statistics. Time series data for government financial statistics were published to enable increased usage. Publications on the financial statistics of general government were also published for the first time on the methodology of the Government Financial Statistics Manual of 2014 (GFSM 2014); these were previously published in the format of the GFSM 2001. The South African Reserve Bank (SARB) was also consulted on the latest QES sample

drawn in 2017. SARB regularly uses statistical data, including short-term indicator statistics, and employment and earnings statistics.

Short-term indicator statistics were improved through the implementation of base-year changes and weights for the manufacturing and mining releases.

3.2 Population and social statistics service delivery environment

During 2017/18, the Population and Social Statistics branch initiated the following improvements: assessing the future of the Domestic Tourism Survey, providing technical support to the Road Traffic Management Corporation and the Safety and Security cluster, compiling thematic reports on the environment, early childhood development, adolescents and grandparenthood, and reporting on development indicators. Labour statistics expanded its offering through the provision of lower level industry data and a research on Volunteer Activities Survey was conducted.

Stats SA, in collaboration with the National Department of Health (NDoH), the South African Medical Research Council (SAMRC) and the Inner City Fund International (ICFI), conducted the South Africa Demographic and Health Survey (SADHS) in 2016. The information will assist the Department of Health to plan and prioritise health programmes and service delivery. Information was collected using CAPI from approximately 15 000 households across South Africa. The SADHS Key Indicator Report was launched in May 2017.

3.3 Statistical services, support and advice

Stats SA has adopted international concepts, classifications and methods to promote consistency and efficiency of statistical systems at national, continental and international levels. Clear, well-defined standards provide a framework to ensure data comparability in national and international statistics, and lay the foundation for cross-national data of high quality.

Standards developed during the financial year were for the following: planning a new survey, survey design, variable naming, determining customer satisfaction, and maintenance of the dwelling frame. The standards for data dissemination, data imputation, questionnaire development and sample maintenance were reviewed.

In the NSS environment, Stats SA has an independent assessment process to certify statistics as official. The process will allow Stats SA, as well as other organs of state, to produce statistical information in line with professional standards, as defined in the South African Statistical Quality Assessment Framework (SASQAF). A key strategic focus area to enhance trust and public confidence in statistics is to designate all statistics in the NSS as official to inform evidence-based decisions. The SASQAF was reviewed during the year.

In August 2017, the organisation commenced with testing of new collection methodologies to transit from manual processes in data collection to digitised data collection in household surveys. About 200 primary sampling units (PSUs) were selected and fieldworkers visited about 4 800 households.

A transition project team has been established to work on a programme to ensure that permanent and periodic household-based surveys, i.e. the Quarterly Labour Force Survey (QLFS), General Household Survey (GHS), Victims of Crime Survey (VOCS), Domestic Tourism Survey (DTS), Income and Expenditure Survey (IES), and the Living Conditions Survey (LCS) adopt a digital approach. The migration from the Paper-Assisted Personal Interview (PAPI) to the Computer-Assisted Personal Interview (CAPI) mode of collection will result in improved quality and a more cost-effective model to conduct household surveys.

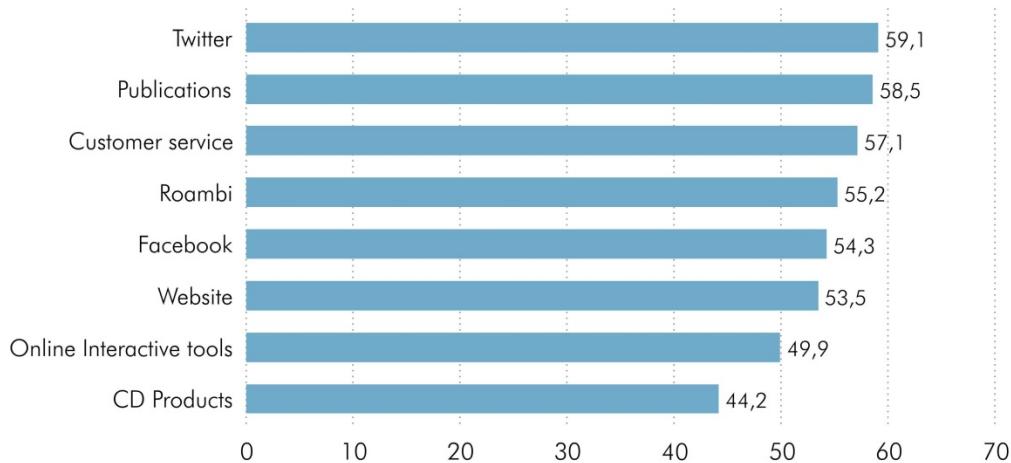
Stats SA developed and adopted an integrated communication and marketing strategy during 2017/18 that seeks to reposition the organisation as a trusted brand in order to increase the use of statistics

'The South Africa I know, the home I understand' speaks directly to what Stats SA aims to achieve through the dissemination of statistical information, as it provides an opportunity for the use of statistics for evidence-based decisions by stakeholders, whatever their role in society.

Stats SA's media monitoring reports indicate that there is a reasonable coverage of Stats SA products as well as references made by journalists in their media articles. Media workshops were held during March 2018. The purpose of media engagement and training was to expand Stats SA's territory on all media platforms where different audiences are reached across South Africa: to effectively mobilise community media as one of the key media stakeholders, to promote reporting on statistical products and organisational activities that impact on the community, to support fieldwork operations for an increased respondent participation rate, and to encourage the use of statistics for evidence-based reporting.

The organisation annually conducts a User Satisfaction Survey (USS). The results of the survey are used to improve service offerings to users. Overall user satisfaction per platform from the 2017/18 survey is captured below in Figure 1.

Figure 1 – Overall user satisfaction per platform (per cent)



The overall results summary of this year's USS are outlined below:

- i) The majority of respondents work in the private sector and for national government. Respondents made predominantly use of economic, population and social statistics by requesting statistical releases, key indicators and data sets. Users also singled out research as the main reason for using Stats SA data.
- ii) The overall user satisfaction percentage for all products and services in 2017/18 is 54,3% compared to 58,1% in 2016/17.
- iii) The users of the Twitter platform were the most satisfied, as indicated by 59,1% of the followers. In second place, 58,5% of users of publications were satisfied. The lowest satisfaction of 44,2% was experienced by users of CD products; this could be attributed to technological advancement.
- iv) The following three products and services scored below the survey average of 54,3%: the Stats SA website, online interactive tools, and CDs.
- v) The website remains the most popular platform to search for Stats SA data, even though only 53,5% of its users were satisfied.

4. Problem statement

The increasing and ever-changing demands of users, costly modes of operation and the declining financial environment, is impacting on the ability of the organisation to sustain basic quality statistics and respond to new demands.

The increasing and ever-changing demand for statistical products and services, requires:

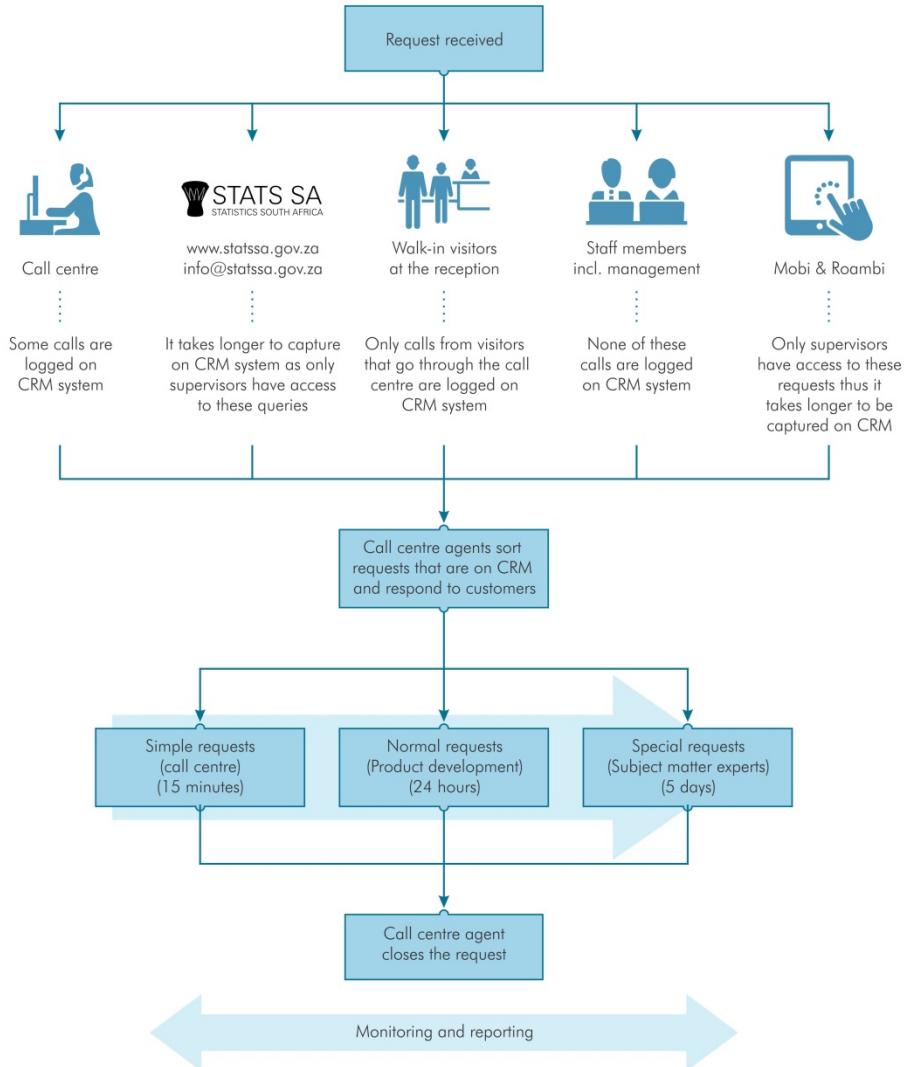
- More frequent and timely production of statistical information;
- Additional data sources from other sectors;
- Introducing more affordable and alternative data collection capabilities to improve efficiency;
- Engaging and empowering users on the use of statistical information;
- Enhanced levels of customer service through use of competent and knowledgeable staff for quicker data request turnaround times;
- More in-depth and integrated statistical information to be disseminated at lower levels of geography, especially at local municipality and place-name level, to improve relevancy; and
- Enhanced, user-friendly, and easy to navigate website and other technology platforms.

The problem statement as outlined in the SDIP 2015/16–2017/18 includes:

- A statistical information gap between available data and information required by users, especially in terms of relevance of data provided at a lower level of geography;
- A service delivery gap, especially in terms of accessibility and timeliness of data; and
- Capability and capacity gap of frontline systems (human resources; ICT infrastructure; and workflow processes) in meeting expectations of stakeholders.

5. Process mapping

Below is a process map that illustrates the updated process flow of interactions with stakeholders:



6. Service delivery improvement plan

The tables below highlight the achievements against targets in the service delivery improvement plan.

6.1 Main services provided and standards

| Main service | Beneficiaries | Statistical standards | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------|
| Produce economic, social and population statistics | External clients: <ul style="list-style-type: none"> • National, provincial and local government • The public • The media • The private sector • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | Quantity | 96,4% of requests were handled within set standard time of 15 minutes | 95% | A total of 1 056 simple requests received. Responded to 96,1% within 15 minutes |
| | | | 96,2% of requests were handled within set standard time of 24 hours | 90% | A total of 1 664 normal requests received. Responded to 96,8% within 24 hours |
| | | | 98,5% of requests were handled within set standard period of 5 days | 90% | A total of 245 special requests received. Responded to 89,3% within 5 days |
| | | | Subject matter requests 100,0% enquiries handled within 5 days | 90% | A total of 380 subject matter expert requests received. Responded to 97% within 5 days |

6.1 Main services provided and standards (concluded)

| Main service | Beneficiaries | Statistical standards | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Produce economic, social and population statistics | <p>External clients:</p> <ul style="list-style-type: none"> • National, provincial and local government • The public • The media • The private sector • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | Quality | <p>Conducted QLFS assessment</p> <p>Economic surveys:</p> <ul style="list-style-type: none"> • STI and LSS: 90% • GFS: 97% • PPI: 93% <p>Population and social surveys:</p> <ul style="list-style-type: none"> • QES: 89,2% • QLFS: 92,8% | <p>2 assessments against SASQAF</p> <p>Publish surveys with an average response rate of 85%</p> | <p>Quality statements scheduled for 2017/18 could not be completed due to delayed submission of metadata from data owners and resource constraints. The activity will continue in 2018/19</p> <p>Economic surveys:</p> <ul style="list-style-type: none"> • STI and LSS: 88,2% • GFS: 95,5% • CPAP: 93,9% • PPI imputation rate: 2,7% <p>Population and social surveys:</p> <ul style="list-style-type: none"> • QES: 87,8% • QLFS: 89,5% |

6.2 Batho Pele principles: Current standards, desired standard and actual performance

| Main service | Beneficiaries | Batho Pele principle | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide statistical information | External clients: <ul style="list-style-type: none"> • National, provincial and local government • The public • The media tandard of serviceor <ul style="list-style-type: none"> • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | Consultation | 47 stakeholder workshops and consultations. Increased workshops due to new survey requirements (e.g. NHTS), CS 2016 launches as well as the demands for the IFF User Satisfaction Survey report approved in March 2017 | 10 1 report | Conducted 38 stakeholder consultations and workshops, mainly to gather new data needs, update the dwelling frame and to provide user survey support, as well as other SANNS-related activities within municipalities Conducted the User Satisfaction Survey. The report was signed- off on 31 March 2018 |
| | | Access | 2 047 194 visitor sessions to the website increased due to CS 2016 results 303 462 downloaded publications from the website | 1 000 000 150 000 | Recorded 2 087 007 visitor sessions to the website Recorded 349 820 document downloads |

6.2 Batho Pele principles: Current standards, desired standard and actual performance (continued)

| Main service | Beneficiaries | Batho Pele principle | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide statistical information | External clients: <ul style="list-style-type: none"> • National, provincial and local government • The public • The media • The private sector • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | Access | Updated 200 series 2 023 personal visits to Head Office and provinces | 5 series 1 500 | There were no ROAMBI updates for the year. Android application is available 16 909 personal visits recorded at Head Office and provinces. The number is very high, as visits at HO includes visits for conferences and workshops ever since the move to ISIBalo House |
| | | Courtesy | Visited 51 municipalities (mainly rural) to train users on SuperCross as a dissemination tool for CS 2016 No training for frontline staff (reception) was reported | Visit 9 rural areas for dissemination of statistics Train frontline staff (reception) at national and provincial levels | Visited 23 rural areas, mainly schools and municipalities, for awareness, career exhibitions and capacity building, as well as statistical support No training for frontline staff (reception) was reported |
| | | | | | |

6.2 Batho Pele principles: Current standards, desired standard and actual performance (continued)

| Main service | Beneficiaries | Batho Pele principle | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide statistical information | <p>External clients:</p> <ul style="list-style-type: none"> • National, provincial and local government • The public • The media • The private sector • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | <p>Openness and transparency</p> <p>Information</p> | <p>Metadata for all statistical releases is available</p> <p>Statistical products expanded through:</p> <ul style="list-style-type: none"> • Fact sheets • Newsletters on statistical products • Publication of GDP expenditure approach • CS results released at municipal level • IES/LCS results published • Reweighted CPI published | <p>Publish statistical releases with metadata</p> <p>Expand statistical products available on the website:</p> <ul style="list-style-type: none"> • Articles • GDP expenditure approach • CS results at municipal level • IES | <p>Metadata for all statistical releases is available</p> <p>Statistical products expanded through:</p> <ul style="list-style-type: none"> • Fact sheets • Crime statistics series Vol. IV • Educ. Series Vol. IV • Discussion docs: Motor trade & accommodation industries • Vulnerable groups indicator • StatsInBrief 2017 • IDZs survey report • 45 data stories • 17 thematic reports published |

6.2 Batho Pele principles: Current standards, desired standard and actual performance (concluded)

| Main service | Beneficiaries | Batho Pele principle | Current standard of service as in 2016/17 | Desired standard of service | Actual achievement against standards |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide statistical information | External clients: <ul style="list-style-type: none"> • National, provincial and local government • The public • The media • The private sector • Research and educational institutions • Parliamentarians • Non-governmental organisations • Constitutional institutions and public entities • International bodies and statistics agencies | Time | 3 (1%) releases published earlier due to improved methodologies and 8 (3%) releases published later than scheduled due to the dependencies, availability of the SG and limited human resources | Statistical information according to the release schedule | 3 (1%) releases published earlier due to improved methodologies and 10 (3,8%) releases published later than scheduled due to the dependencies, methodology improvements or resource constraints |
| | | Human resources | 3 128 (89%) | 3 250 | 3 023 (86%) |
| | | Costs | R2 448 billion (96%) | R2 323 billion | R2 196 billion (100,8%) |

7. Service delivery information tools

| Current information tool | Desired information tool | Actual achievements |
|--------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------|
| Client Relationship Management (CRM) | Record all user enquiries | User requests logged through User Information Services (UIS) were captured on the CRM system |
| Mobile applications | Expand Roambi application | Roambi application was expanded by adding Android application to accommodate other mobile gadgets |
| Website | User-friendly Stats SA website | All user requests logged through the website were captured on the CRM system |

8. Complaints mechanism

| Current/actual complaints mechanism | Desired complaints mechanism | Actual achievements |
|-------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Electronic complaints mechanism | Improve complaints mechanism | Users can submit a complaint, a request or provide feedback on the Stats SA website http://www.statssa.gov.za or send an email to info@statssa.gov.za |
| Manual complaints mechanism | Improve complaints mechanism | Users can submit a complaint, a request or provide feedback in writing to any Stats SA office nationally |

9. Challenges/gaps

Key challenges and matters relating to service delivery are outlined below:

Firstly, the Customer Relations Management (CRM) system is not institutionalised across the organisation to ensure all stakeholder engagement and requests are centrally captured and responded to and managed. Stakeholder management and engagement must be addressed as a matter of urgency.

The second challenge relates to the website. Users have indicated that the navigation to statistical products must be improved which will enhance accessibility.

The third matter relates to emerging technologies as a strategic enabler to improve efficiency in the statistical value chain.

10. Mitigating factors/interventions

From the Stats SA 2017 User Satisfaction Survey, the following suggestions to improve Stats SA products and services were captured:

- o Customer service/knowledgeable staff.
- o More frequent, lower-level geographical data (district and local municipality levels) and up-to-date information is required.
- o User-friendly/updated website.
- o Frequent communication on products/releases.
- o Detailed data.

To address these identified gaps, the following mitigating steps are being taken:

- o Training of the frontline staff as well as field officers (Survey Officers) will be monitored as part of service delivery improvement targets in the next SDIP cycle.

- Stakeholder Relations Management (SRM) has assessed the current website functionality and is busy with plans to enhance the website by the end of the current financial year.
- Stats SA has invested in technology for data collection in an effort to improve timeliness, quality and frequency of statistical production for household surveys.

11. Recommendations

The following recommendations are made to improve service delivery in Stats SA:

a) Integrated Communication, Marketing and Stakeholder management strategy

The integrated communication, marketing and stakeholder management strategy that was developed and approved during March 2018 must be implemented across the organisation, including at provincial and district level. The following aspects in the strategy must be monitored to enable the organisation to transform and improve service delivery:

- Stakeholder management and engagement
- Review of Stats SA's website
- Institutionalising CRM system
- Training of Stats SA staff on Batho Pele principles

The current CRM system must have a single updated user database and integrate current user interaction efforts in the organisation. National, provincial and district offices play a significant role in the interaction with various stakeholders at various platforms, and the effectiveness and efficiency of the CRM system at these levels cannot be overemphasised.

b) Innovation of the statistical value chain

Innovation continues to play a pivotal role in enhancing Stats SA products and services. The implementation of the digital data collection methodology that was piloted in the previous year must be monitored. Technology as a strategic enabler must be expanded to all survey operations,

including those in the economic statistics environment. Stats SA should develop a digital transformation strategy that will guide the transition of the organisation to a digital environment.

12. Conclusion

It is important for citizens to know and understand the country they live in, including the dynamics, so that their decisions are well informed. Statistics produced by Stats SA is at the helm of service delivery improvement in this country, therefore relevancy of products produced by Stats SA is vital. A well-informed citizenry is the foundation of true democracy, as they hold the South African government accountable through quality and accessible data from Stats SA.

The current innovations of statistical products and services using emerging technologies must be aligned to user demands. The new innovations require a new set of skills to ensure that quality of official statistics is still maintained, and services provided to various stakeholders countrywide are improved.

13. Official sign-off

A handwritten signature in black ink, appearing to read 'C de Klerk', written in a cursive style.

Champion:

Ms C de Klerk

Chief Director: Strategy

Date: 27 June 2018

A handwritten signature in black ink, appearing to read 'Risenga Maluleke', written in a cursive style.

Head of the Department:

Risenga Maluleke

Statistician-General

Date: 27 June 2018