



Service Delivery Improvement Plan
2018/19 – 2020/21

THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND

Service Delivery Improvement Plan

2018/19 – 2020/21

Preview

Stats SA undertook a review of the Service Delivery Improvement Plan (SDIP) in line with the requirements of the Public Service Regulation, 2016. This SDIP is compiled for the period 2018/19–2020/21.

The preparatory work included:

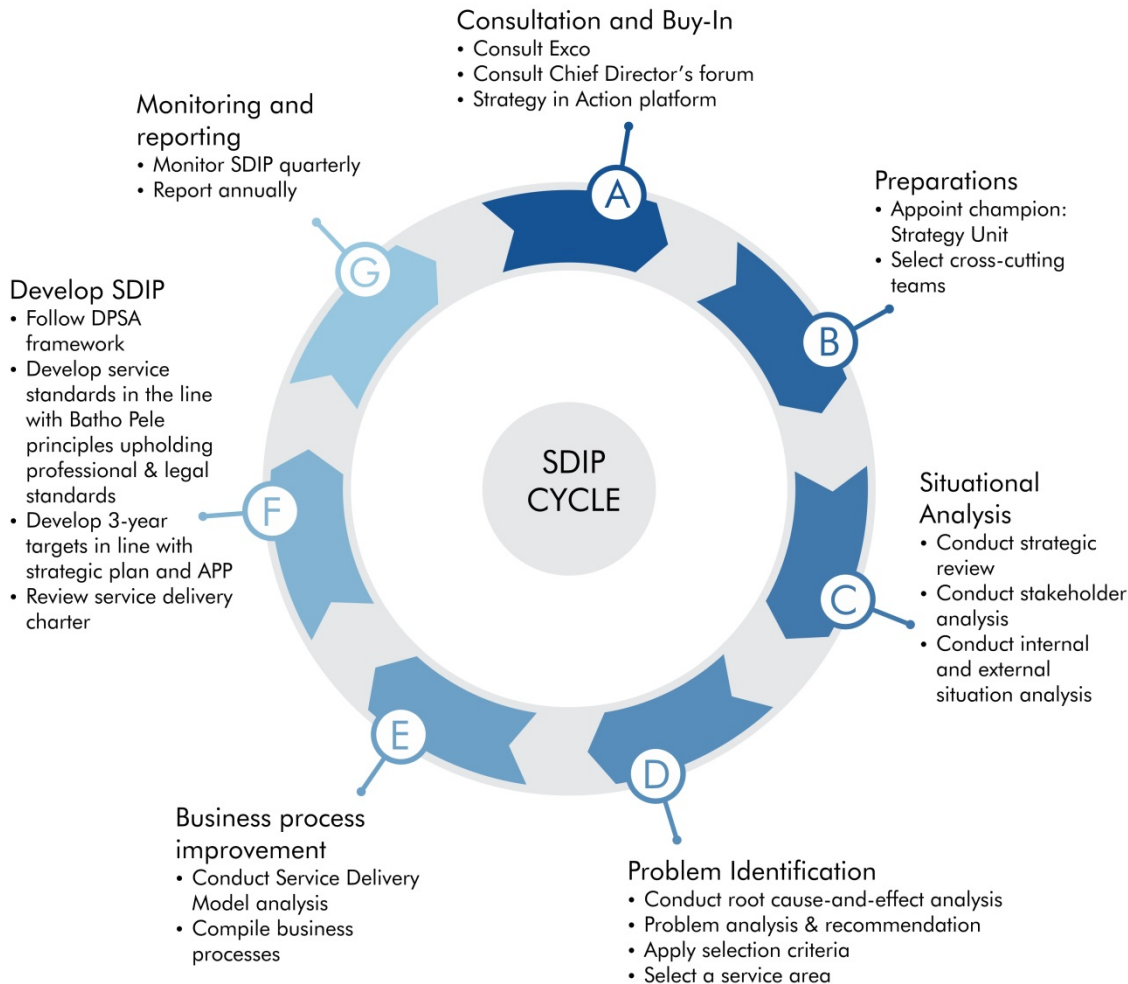
Strategic review: Stats SA conducts strategy reviews annually. Reviews are mainly assessing how well the organisation has performed, focusing both on the internal and external environments. Review results from financial years 2015/16 to 2017/18 were used during the preparatory phase of this plan.

Stakeholder analysis: Stats SA annually engages stakeholders through various platforms about the products and services offered by Stats SA, as well as the use and application of statistical information. SANSS annually hosts national stakeholder symposia to better understand statistical best practice on the one hand, and capture stakeholder views. Stats SA also conducts the annual user satisfaction survey, the latest of which was concluded in March 2017 to gather information about the organisation, products and services offered to users. A thorough stakeholder analysis was conducted as part of the strategy development for the organisational Integrated Communication and Stakeholder Management Strategy.

Batho Pele Principles: An internal communication to all staff members on Batho Pele Principles was done through the REATA platform, providing staff an opportunity to also comment on the adopted organisational values. The new leadership's strategic thrust for "collective leadership" is strongly embedded in the principle of "people first" which will give birth to a new culture, and values embraced by all staff members. Strategic conversations have commenced in the executive forums, and these will be cascaded down to all staff members in future.

SDIP formulation: Following the strategy review and stakeholder analysis, the SDIP was compiled. Exco was consulted in the compilation of the SDIP. It is important to note that the strategic plan (2015/16–2019/20) and the Stats SA Integrated Communication and Stakeholder Management strategy forms the basis of the SDIP (2018/19–2020/21). The results from all the engagements have been used to inform the formulation of the SDIP.

SDIP formulation: The figure below outline the step-by-step process followed to develop the SDIP.



The cross-cutting team consists of the following members:

Members	Designation	Role
Celia de Klerk Thandi Makale	Chief Directorate: Strategy	Champion of the SDIP
Annette Myburgh	Acting Chief Operations Officer Chief Director: Programme Office	MPAT Coordinator Project support to CAPI
Arul Naidoo	Chief Director: Stakeholder Relations and Marketing	Direct interface with stakeholders
Phillip Lesame	Acting DDG: Statistical outreach and collection	Direct interface with stakeholders at provincial and local level
Bheki Mathunjwa	Chief Financial Officer	Unit costing
Mantwa Montsho	Acting Chief Director: HRM & D	Responsible for Organisational Design, Training and Development
Gwen Lehloenya	Acting DDG: Population and Social Statistics and Survey Operations	Responsible for Population and Social surveys Oversight of transition surveys
Isabelle Schmidt	Chief Director: Social Statistics	Responsible for implementing CAPI for Social surveys
Malerato Mosiane	Acting Chief Director: Labour Statistics	Responsible for implementing CAPI for QLFS
Nozipho Shabalala	Chief Director: Poverty and Inequality	Responsible for implementing CAPI for IES/LCS
Moses Mnyaka	Chief Director: Household Survey Operations	Responsible for implementing CAPI for survey operations
Luqmaan Omar	Chief Director: Corporate Data Processing	Responsible for implementing CAPI workflow design for data processing
Joseph Lukhwareni	Chief Director: Statistical Standards	Advise on statistical standards
Calvin Molongoana	Acting DDG: Statistical support and informatics	Oversight over ICT and BM Responsible for Digital Transformation
Loro Modise	Chief Director: Geography	Responsible for implementing of Geospatial Information Frame (GIF) for CAPI
Trevor Oosterwyk	Chief Director: Communications	Interface with the public and the media

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1 Introduction

‘Our state employs one million public servants. The majority of them serve our people with diligence and commitment. We applaud them for the excellent work they do. However, we know the challenges that our people face when they interact with the state. In too many cases, they often get poor service or no service at all. We want our public servants to adhere to the principles of Batho Pele, of putting our people first.’ (President Cyril Ramaphosa, State of the Nation Address 2018)

The Department of Public Service and Administration (DPSA), in an effort to drive transformation and service delivery improvement in the public sector, developed the White Paper on Transforming Public Service Delivery as early as 1997. The white paper is about service delivery improvement through Batho Pele Principles. It follows a systematic consultative approach with the public service, to gather information on whether set service standards are met in practice. The DPSA reviewed and amended the Public Service Regulations (PSR) in 2016, dedicating chapter three to planning and service delivery improvement in the public sector. An Operations Management Framework (OMF) has been introduced which offers a service delivery improvement platform for public sectors to effectively deliver goods and services to all SA citizens as planned in the National Development Plan (NDP), the Medium-Term Strategic Framework (MTSF) as well as sector plans, using available resources.

Stats SA, as the official fact-finder of the nation, brings to society the data or knowledge of the ‘South Africa I know, the home I understand’. The demand for statistical data is increasing as policymakers, civil society, business and citizens are becoming statistically literate and increasingly use statistics to inform their decisions. Given this growth, the work of Stats SA becomes increasingly important requiring continuous sharpening of skills and deliberately improving processes and products to meet the ever-changing requirements. Most importantly, Stats SA continues to cultivate a culture of empowering partnerships by putting people first – both inside and outside the organisation – and ensuring appreciation and use of official statistics by all stakeholders.

The SDIP is in line with the Strategic Plan and Work Programme of Stats SA. The SDIP aims 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.

2 Vision, mission and strategic goal

Stats SA's strategic direction is informed by its vision and mission with an aspiration of becoming an organisation of choice. These are crafted to ensure that Stats SA remains relevant to all its stakeholders in fulfilling its mandate of continuously producing official statistics for informed choices and decisions.

Vision

Our vision is to deliver *the South Africa I know, the home I understand*

Mission

To lead and partner in statistical systems and products for evidence-based decisions

Stats SA strategic goal

To increase the supply and use of official and other quality ***Statistics for Transparency, Accountability, Results-based management and Transformation (START)*** through coordination, integration and innovation.

3 Values

Stats SA's value system ensures that driving the strategic change is based on shared values that engender trust and link the organisation and people together. The core values below form the basis of our decision-making, our interactions with others, and influence the way we do our work:

- **Integrity:** We will take accountability for the quality of information delivered by striving to deliver products and services that are fit for use and aligned to internationally acknowledged best practices.
- **Empowering partnership:** We will create opportunities for organisational and individual growth. We will treat each other with mutual respect and harness diversity to advance organisational effectiveness. We will foster partnerships to achieve better coordination and collaboration.
- **Service excellence:** We will strive to deliver our products and services to satisfy customer needs through operational excellence, value for money and continuously increasing our productivity through innovation.

4 Legal mandate

Stats SA is a national government department accountable to the Minister in the Presidency responsible for Planning, Monitoring and Evaluation. The activities of the department are regulated by the Statistics Act, 1999 (Act No. 6 of 1999) which ensures independence from political interference in the production and dissemination of official statistics. According to the Statistics Act, the purpose of official statistics is to assist organs of state, businesses, other organisations and the public in planning, decision-making, and monitoring or assessment of policies.

The Act makes provision for the appointment of a Statistician-General whose role in statistical production in the country can be summarised as follows:

Firstly, as the *National Statistical Authority* to inform stakeholders on the economy and society by:

- Collecting, compiling and disseminating a wide range of economic, social and population statistics;
- Developing and maintaining databases for national statistics on businesses and enumeration areas; and
- Promoting a public culture of measurement.

Secondly, as the *National Statistical Coordinator* to promote coordination amongst producers of official and other statistics, to advance quality, comparability and optimum use of official statistics and to avoid duplication by:

- Formulating quality criteria and establishing standards, classifications and procedures;
- Providing statistical advice; and
- Liaising with other countries and statistical agencies and representing Stats SA internationally.

5 Confidentiality of information collected

It is important to note that in accordance with section 17 of the Statistics Act (Act No. 6 of 1999), no written or other information collected by Stats SA for the purpose of official or other statistics that relates to:

- An individual;
- A household;
- An organ of state;
- A business; or
- Any other organisation,

may be disclosed to any person or organisation.

6 Regulatory environment

6.1 Regulatory frameworks

The SDIP is a legislative requirement in terms of the Public Service Regulations (PSR) 2016, White Paper on Transforming Public Service Delivery (Batho Pele), 1997 and the Operations Management Framework (OMF).

According to the PSR 2016 Section 38, an executive authority shall establish and maintain a service delivery improvement plan aligned to the strategic plan contemplated in regulation 25 for his or her department as follows:

- a) Specifying the main services to be improved to the different types of actual and potential service recipients as identified by the department;
- b) Containing consultation arrangements with the department's actual and potential service recipients;
- c) With due regard to the service recipient's means of access to the services and the barriers to increased access thereof, specifying the mechanisms or strategies to be utilised progressively to remove the barriers so that access to services is increased;
- d) Indicating standards for the main services identified for improvement;
- e) Containing arrangements as to how information about the department's services are to be provided; and
- f) Stipulating a system or mechanisms for complaints.

The White Paper on Transforming Public Service Delivery (Batho Pele), 1997 states in paragraph 7.1.2 that the ultimate responsibility for implementation rests firmly with the political and administrative heads of departments who should, as a first step, make the necessary institutional arrangements to ensure that the Batho Pele concept is communicated throughout their departments, and to draw up and drive forward an SDIP which must be integrated with other departmental transformation priorities within the department's strategic plan. Responsibility for this should be clearly assigned to a person or group of people, accountable directly to the administrative head of department.

According to paragraph 7.1.5, the SDIP must be approved by the relevant executing authority. A copy of the approved SDIP must be sent to the DPSA and monitored annually, to inform the DPSA's yearly progress report to Parliament. Once approved, the head of the department will be held accountable for its implementation, and his or her performance may be assessed on among other things whether the promised improvements in service delivery have been met.

The DPSA has defined the public service operations management in the Operations Management Framework (OMF) to refer to activities, decisions and responsibilities of managing the production and delivery of products and services in line with an institution's strategic objectives. The SDIP forms part of the analysis of operations and improvement offering tools used to ensure continuous and incremental improvement of service delivery.

6.2 Regulatory principles

Global level

The United Nations Statistical Commission (UNSC) has adopted Fundamental Principles of Official Statistics in order to safeguard official statistics and guide national statistics offices in their work.

The International Monetary Fund (IMF) produced the Special Data Dissemination Standard (SDDS) in order to enhance data transparency and promote the development of sound statistical systems around the world. The standard provides international best practice for disseminating official statistics. Stats SA is a signatory to the SDDS.

Internationally, there has also been a renewed focus on sustainable development through the compilation of the Sustainable Development Goals (SDGs). Adoption of SDGs is meant to ensure that leaders globally take ambitious decisions to reduce poverty and inequality and protect our planet.

Continental level

The African Union Commission (AUC) is pushing for statistical systems that are inter-operable as a basis for comparability across Africa and the world. The African Charter on Statistics outlines six principles and has been adopted by the AUC to ensure statistical information on the continent is harmonised and based on statistical standards and best practice. As a leading national statistics office on the continent, Stats SA is already involved in providing guidelines and assisting other African countries to improve their statistical systems.

National level

Stats SA is a national government department and as such adheres to government policies, structures and principles (e.g. Batho Pele Principles). Batho Pele, is a Sesotho phrase which loosely translates to 'Putting People First'. It is an initiative that was adopted to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. The eight Batho Pele Principles as expressed in the White Paper on Transforming Public Service Delivery are:

- a) Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.
- b) Service Standards: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
- c) Access: All citizens should have equal access to the services to which they are entitled.
- d) Courtesy: Citizens should be treated with courtesy and consideration.
- e) Information: Citizens should be given full, accurate information about the public services they are entitled to receive.
- f) Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
- g) Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- h) Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

7 Services, Stakeholders and Service Benefits

To achieve the mission to provide a relevant body of statistics, necessitates a more focused strategic approach to stakeholders. Identification and segmentation of stakeholders is thus a critical task as there are many individuals and groups of people that are either linked to the organisation, or are affected by decisions and products of the organisation, or impact on the decisions and the plans of the organisation. Key to service delivery is the building of stable, long-term, mutually beneficial relations with stakeholders, especially with those who are critical or vital for the organisation to accomplish its vision and mission. The table below captures Stats SA's key services, service beneficiaries (external stakeholders) as well as benefits of services provided by the organisation as captured in the Statistics Act of 1999.

Statistical Services and products	Beneficiaries (Stakeholders)	Benefits
1 Economic statistics	<ul style="list-style-type: none">• National, provincial and local government• Parliament, research and educational institutions• Constitutional institutions• Major public entities• Private companies• International agencies• NGOs• Media• Citizens• Academics and researchers	To assist organs of state, businesses, other organisations and the public in planning, monitoring or assessment of policies, decision-making or other actions. (Stats Act, 1999 (3))
2 Population and social statistics		
3 Statistical services, support and advice		

8 Situational analysis

The aim of a service delivery improvement plan is to ensure that stakeholder needs are duly met as well as to identify areas within the organisation that require improvement in order to serve all stakeholders with integrity and excellence. Stats SA has embarked on the development of an integrated communications and marketing strategy that looked at both the internal and external environments in order to assess the responsiveness of the current statistical information system to the growing demand for statistical information by stakeholders, including government, business and the public at large.

8.1 External environment

External environment analysis encompasses analysis of the Political (including legal), Economic, Social and Technology (PEST) environment.

Political and legal environment: The Statistics Act (Act No. 6 of 1999) ensures the independence of the Statistician-General from political interference in the production and dissemination of official statistics. It also states that the purpose of official statistics is to assist organs of state, businesses, organisations and the broader public in planning, decision-making, and monitoring or assessment of government policies. The revision of the Stats Act aims to improve statistical coordination in South Africa, allowing Stats SA to expand its current footprint to all government sectors and at all levels. Legislative changes will provide an opportunity to promote a culture of measurement and evidence-based decision-making.

In terms of planning frameworks, an Operations Management Framework has been legislated and is meant to aid Government's quest to reach the development outcomes and goals as outlined in the National Development Plan (NDP), Medium-Term Strategic Framework (MTSF) and departmental Strategic and Annual Performance Plans (APPs) through continuous service delivery improvement. The development of a Service Delivery Improvement Plan for Stats SA will enhance a continuous and incremental improvement of Stats SA's service delivery.

Economic environment: The real GDP growth rate in South Africa averaged 2,9% from 1993 to 2017, ranging from a high of 7,6% in the fourth quarter of 1994 to a low of -6,1% in the first quarter of 2009. Low economic growth in recent years has contributed to high unemployment rates, especially amongst the youth. The official unemployment rate reached 26,7% in the fourth quarter of

2017, with the youth (15-34 years) unemployment rate reaching 38,2%. Poverty and inequality are major challenges facing the country which are difficult to address given the current fiscal constraints at all levels of government. Policies and programmes directed towards the wide range of socio-economic issues that need to be addressed need to be evidence-based. Stats SA as the country's official statistics agency provides the state with detailed information to make informed decisions. Resource constraints have resulted in budget cuts, adversely impacting on Stats SA's capability to meet user demands.

Social environment: The South African government is deploying different socio-economic programmes to citizens, which require statistics to describe their unique development requirements. Stats SA should be in a position to provide relevant statistics that can support these programmes during planning and implementation to measure impact at lower levels of geography.

Stats SA disseminates information to both rural and urban populations, requiring use of different media. These will require the organisation to explore different means of communicating and disseminating information to reach the majority of users. With a focus on statistical literacy and data handling skills, Stats SA is in a position to provide various capacity building programmes targeting municipalities and schools. The focus will improve use of current information disseminated by Stats SA.

Other social issues such as an increase in crime, the rising mistrust in government and an increase in unemployment have led to the upsurge of gated communities in the country. These issues are impacting on the willingness of respondents to take part in Stats SA surveys and might lead to distrust in the statistics that Stats SA produces. Stats SA generally has a good reputation in the media, and the organisation is exploring the use of other means to reach respondents.

Technology environment: Technology has made the global world much smaller, fast-tracking modernisation on the continent especially in South Africa. It provides Stats SA with additional platforms that are easily accessible by society. On the other hand, rising technology advancement such as the explosion of big data, cyber security issues and others present threats to the information society. Stats SA is exploring the use of technology as a strategic enabler to provide the modern society with secured, reliable, timeous, relevant and high-quality data to maximise usage.

8.2 Internal environment

Being responsive to a dynamic external environment requires an internal environment that is capable to deliver on planned services, while improving processes to continue delighting customers. During 2016/17, Stats SA has undertaken major innovative initiatives which will have an impact on service delivery improvement in future. Below is a synopsis of the internal environment.

Organisational environment: Stats SA received a clean audit over the past four consecutive financial years, which demonstrates that Stats SA's governance processes have matured. The organisation's baseline allocation was reduced by R141 million, R201 million and R224 million respectively over the MTEF period. These budget reductions also affect compensation of employees, with the current (2017/18) cut amounting to R141 million, which will have an adverse impact on the deliverables of Stats SA. The budget cuts have also affected filling of vacant positions. Currently, Stats SA has a staff compliment of 3 511 posts, of which only 3 026 are filled, resulting in a vacancy rate of 13,8% as at 20 March 2018. Stats SA has embarked on a reprioritisation process as well as cost-effective and innovative initiatives that will ensure sustainability of acceptable service standards.

Economic and social statistics service delivery environment: During the past MTEF period, Stats SA in its effort to achieve the strategic objectives to expand and innovate its outputs to better inform the nation has improved its services and products in the following areas:

- The Expenditure side of the GDP was successfully revised and transferred from SARB;
- Research to improve economic, population and social statistics information base and services;
- Expansion of labour market statistics through a survey of activities of young people (SAYP);
- Thematic reports on improving demographic statistics covering demographic indicators and adolescent fertility;
- Delivery of the CSS KZN, SADHS and CS 2016 using modern technology within a few months after the reference period; and
- Designation of crime statistics as official.

Apart from the above improvements, there are still several challenges in both the economic and social statistics environments. Investment made in the GDP Expenditure project should be sustained through the implementation of ISIC4, which is the latest industrial classification used in official statistics. Secondly, investment was made during KZN CSS as a pilot for CS 2016 using CAPI. Thirdly, the South African Demographic and Health Survey (SADHS) also used CAPI (CsPro) as a single mode of data collection. Lessons learnt from the three projects are used in tests for all household surveys.

Stats SA has defined statistical themes in its strategic plan to coordinate the statistical landscape in response to the demand for statistical information at a national, continental and international level. Stats SA is in the process of developing an Integrated Indicator framework to align the data demands and identify data gaps that exist in the statistical system. The lack of data and information will adversely impact on policy discourse and assessment, planning and monitoring. The response to additional data demands is a costly exercise and much dependent on additional fund allocation. Stats SA will continue researching possibilities of investing in administrative records as alternative or secondary data sources.

Statistical operations: Stats SA currently collects statistical data by conducting household surveys to compile population and social statistics, and business surveys to compile economic statistics.

The current process for conducting household surveys is mostly manual with fieldworkers visiting households directed by a printed map for the location, conducting a personal interview using paper-based questionnaires that are sent to the district office for collating and capturing, and thereafter to head office for scanning and editing before analysis can commence. The process is fragmented and crosses various branches with overlapping roles and responsibilities.

Business surveys dispatch paper questionnaires through the post as well as electronic questionnaires through emails. Respondents respond by sending the paper questionnaires back through the post, fax or electronic emails. These questionnaires are captured by staff at head office and datasets are prepared before analysis commences.

In order to compile the consumer price index, fieldworkers visit various retail outlets to collect prices by using paper questionnaires. Completed questionnaires are sent to head office for capturing, processing and editing before analysis commences.

These manual approaches and methodologies are dated and costly. Within a declining budget, Stats SA has to review how it conducts its core business. Radical rethinking of how to make use of alternative methodologies and technology to innovate statistical operations across the statistical value chain is critical to enhance service delivery through better integration, coordination and operational efficiency.

Statistical products, dissemination and use: In an attempt to increase use, Stats SA initiated an annual lecture series and ISlbalo Symposium for external stakeholders to share experiences and research analysis providing a foundation for evidence-based decision-making. Customised training is offered to targeted stakeholder groups such as Parliamentarians, media and selected municipalities. Training of staff interacting with users is a key initiative to build the capacity of empowering external stakeholders at all government levels as well as ordinary citizens.

The organisation has invested in communicating statistics better to users through use of data visualisation techniques. As more and more data are collected and analysed, decision-makers at all levels welcome data visualisation that enables them to see analytical results presented visually, making complex data more accessible, understandable and usable.

Stats SA is releasing on average 260 statistical products annually to the public. These are backed by repositories of data from which time series and new value add products can be developed to meet new demands from the unconventional users. Stats SA subscribes to the Special Data Dissemination Standards (SDDS) and pre-publishes an annual calendar of major releases in line with best practice for dissemination. The organisation is currently using a wide variety of channels to disseminate its statistical products.

Some key weaknesses identified include the lack of the strategic linking of products for targeted audiences; ineffective segmentation of stakeholders; absence of strategic messaging that accompanies key products and services; the lack of dissemination standard operating procedures (SOPs); releasing of stand-alone publications; and minimal surveys reports at low levels of geography (only censuses and community surveys report at these levels). Stats SA, through integration by design, has added two levels of outputs to the current SVC, in response to the identified weaknesses.

The organisation monitors citations daily on how statistics are used, perceived and whether they are correctly interpreted and classify the citations into those that have either a positive, negative or neutral impact on the value and image of official statistics and Stats SA. In addition, a report “Stats SA in the Media” reflects monthly institutional positioning of Stats SA in the media, number of articles, audience reached, estimated advertisement value and the tonality of the articles being positive or negative.

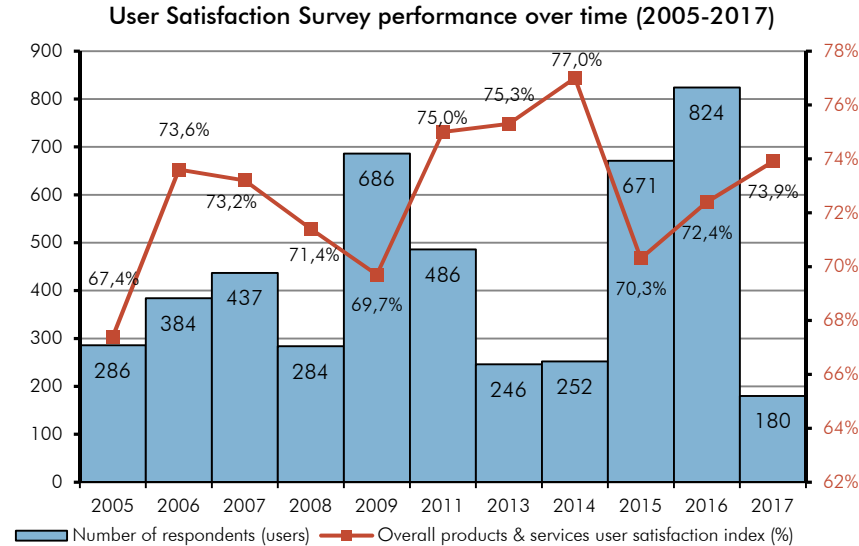
Key weaknesses identified include: Stats SA is currently not integrating stakeholder views holistically; there is a lack of a strategic response to performance monitoring tools such as media monitoring, social media and the User Satisfaction Survey; and communication messaging is not strategic or targeted at specific audiences. The integrated communication and marketing strategy will mainly address the weaknesses.

8.3 Batho Pele Principles

Batho Pele outlines guiding principles meant to guide the behaviour and conduct of public servants as they serve SA citizens. It is a way of delivering services by putting citizens at the centre of public service planning and operations. It is a major departure from previous dispensations, which excluded the majority of South Africans from the government machinery to the one that seeks to include all citizens for the achievement of a better-life-for-all, promoting citizenry. The following analysis captures Stats SA’s effort in response to each of the eight Batho Pele Principles.

Consultation: Stakeholder management is not institutionalised and coordinated across the statistics value chain; needs assessments and consultations are ad-hoc and product specific; stakeholder feedback is not captured in the value chain and responded to adequately. There is neither an integrated stakeholder database nor a Customer Relation Management (CRM) system that is optimally configured and utilised to enable target market-specific campaigns and to capture stakeholder engagements when not in the office. The CRM system is currently under review to allow for optimum usage by all staff members dealing with users as well as to capture user demands and needs where Stats SA is unable to respond to user requests.

A lack of a proper user database led to the deteriorating response rate of Stats SA User Satisfaction Survey (USS) conducted annually. The user satisfaction results are captured graphically below:



User satisfaction has dropped from 77% in 2014 to 70,3% in 2015. Over the past two years it has recovered to 73,9% in 2017. Some of the repeat findings in the User Satisfaction Surveys are summarised below:

- a) *Concentrate on these areas with the view of improvement:* Website navigation and ease of finding information; Stakeholder relations and marketing; Customer service (don't receive exactly what is asked for; speed of response; difficult to find the right person); accessibility of data; timeliness of data; level of geography of products released.
- b) *Possible overkill:* Look and feel.
- c) *Keep up the good work:* Level of detail; timeous release; accuracy of content; and relevance of information.

Service standards: Stats SA's service standards are clearly captured on the organisation's service charter which is visible to both staff and users, displayed at Stats SA's building entrances and uploaded on the website. The charter stipulates service standards on all requests submitted to Stats SA, ranking them from simple, normal, special and those requiring subject matter attention. It also stipulates the product quality standards that users should expect from Stats SA. According to the Annual reports of Stats SA over the past 3 years, the organisation has consistently responded to more than 90% of user requests in line with the service standards. The review of all statistical standards, in line with international standards, are annually outlined in the work programme of Stats SA as part of the strategic drive to achieve the strategic outcome: *Trusted statistics*.

Access: Stats SA's products and services can be accessed through various platforms as follows:

- a) **Information Service Centre:** User Information Services is the first point of contact with users. This centre is a single point of contact for users to access statistical information, especially if the information required is not easily retrievable from the website. Staff is trained to handle telephone, email, fax and written enquiries. Users can also approach the Information Services in provinces for prompt responses on published data. Stats SA can be contacted at 012 310 8600 for telephonic enquiries, 012 310 8500 for fax enquiries or via email at info@statssa.gov.za.
- b) **Subscription service:** Stats SA's standard products can be acquired through subscription to specific publications. Customers may indicate whether the publication should be emailed or posted to them, free of charge.
- c) **Stats SA's Website:** Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from the Stats SA's website (www.statssa.gov.za). Statistical information is placed on the website at the time of release, so as to ensure that everyone has equal access to information. However there is a need to improve the 'Search' function for the website as this is not user friendly when one types in key words of the related subject matter.

Stats SA has explored various means to enhance access to its products and services. Additional platforms available to users are: Media (Press release, sound bites, etc.), Social media, Stats SA Apps (IOS & Android), internal platforms (*Pulse*, Intranet & fileplan) and Statistical releases and reports (print). On average, Stats SA's website records more than 300 000 downloads per annum. Training and demonstration sessions on the use of the interactive tools such as SuperCROSS, SuperWEB, Nesstar, and PxWEB are offered at district, provincial and national levels to users to enable greater access and use of statistical information.

Courtesy: Stats SA has committed to continuously interact with stakeholders to keep them abreast of any new developments and to capture new requirements and demands. This took place through visits mainly to municipalities in remote areas (mainly rural) to train users on SuperCross as a dissemination tool for CS 2016. Stats SA employees (frontline and provincial staff) are capacitated to efficiently interact with respondents and stakeholders on key findings derived from various data sources to assist stakeholders to use data in planning, monitoring, policy development and decision-making. Data mainly from Community Surveys and censuses forms an important baseline as it provides information to the lowest geographical level.

Information: All citizens within the country, according to the Constitution, are entitled to information and should be given full, accurate information about the public services they are entitled to receive. Stats SA uses different platforms to disseminate their products, e.g. the Stats SA website, social media, telephonic and personal visits to all Stats SA offices, including any other method where requested. Stats SA, in line with one of its strategic outcomes of "Informing the nation", has expanded its statistical products to better meet planning, monitoring and evaluation, and policy needs through coordination, integration and evidence-based decision-making. Publication of additional products such as statistical articles, theme-specific reports, time series reports and new approaches have expanded the statistical information base to better inform users while becoming relevant. The Annual report of Stats SA that includes the financial statements, governance arrangements, human resources and performance information, is available annually on the website of Stats SA or printed copy on request.

Openness and transparency: In order to ensure openness and transparency of statistical products that are published monthly, quarterly and annually, metadata (*which explains methods and variables included in a particular set of data*) is either included in the publication or available on request. The organisation also continuously interacts with national and international experts on statistical and methodological practises to ensure alignment to best practice.

Redress: Collaboration and partnerships are key strategic enablers to achieve Stats SA's vision and mission. It is through this intent that the organisation has capitalised expanding its horizon by working together with political leaders, traditional authorities, non-governmental organisations, academic institutions and the private sector to turn non-users of statistics into main stakeholders – *"Connecting People with Statistics."*

Stats SA has conducted training and consultation workshops with government sectors at all levels including municipalities and intellectual institutions, to inform them about Stats SA data products and services, as well as gathering any additional requirements to improve current statistical products and services.

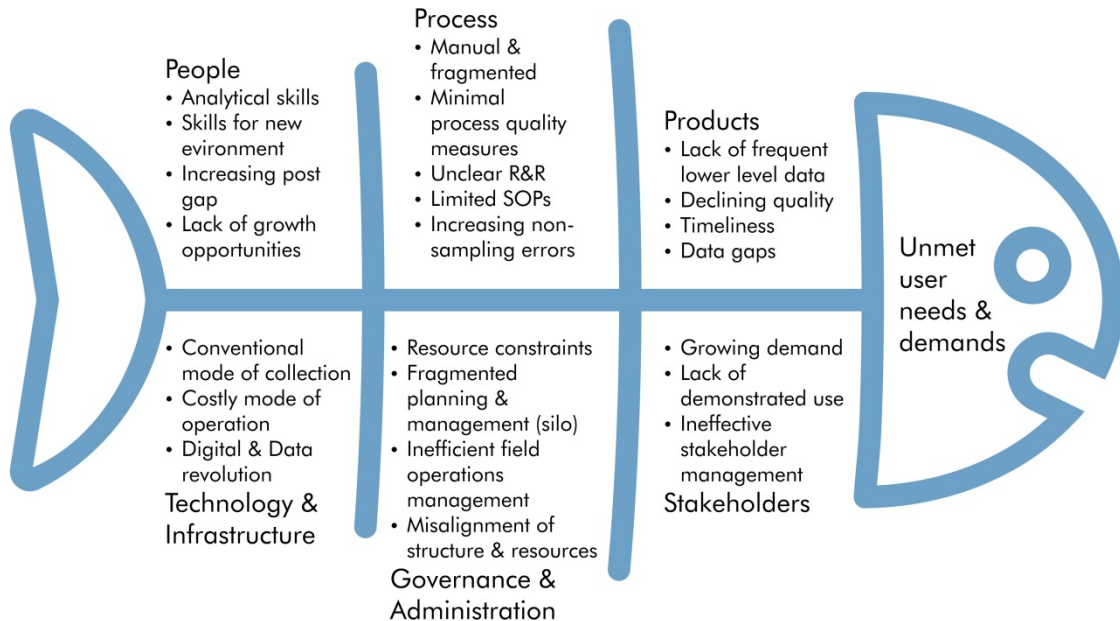
Complaints from users or citizens are registered through User Information Services (UIS) access points that is inclusive of the website, email, telephone and walk-ins. Stats SA communicates any envisaged changes to its products and services upfront to stakeholders as well as revisions and errors in statistical releases already published through the official website.

Value for money: Stats SA measures value for money through increased use of statistical information measured mainly by a number of official statistical releases published and downloads count on the website. Stats SA also reports on its staff complement and cost incurred at any point in time. Stats SA releases on average 260 statistical releases annually while more than 300 000 downloads were recorded from the website in the last financial year. The organisation has been operating on a staff complement of 3 026 and a vacancy rate of 13,8%. Fiscal constraints are impacting on the Stats SA staff complement which is reducing continuously and might affect delivery of key statistical products. Stats SA is embarking on strategic conversations to rationalise and revisit its priorities so that the organisation can deliver on its mandate with available resources.

Over the medium term, Stats SA plans to re-engineer its delivery model through digitisation of the statistical value chain in order to improve efficiency and enhance value for money. The organisation has already commenced with the CAPI project to improve mainly household-based survey operations, and the results will be implemented in a phased-in approach starting from April 2018.

9 Problem identification

The root cause-and-effect analysis was deployed to highlight problems. The figure below summarises findings from the situational analysis conducted in the previous section.



9.1 Problem Statement

The dated and costly mode of operation, underscored by challenges in the business and governance processes and systems, and a declining financial environment is impacting on the ability of the organisation to sustain basic quality statistics and respond to increasing user demands.

9.2 Problem Analysis

Stats SA has been producing socio-economic and population statistics through household surveys and population censuses, and administrative records since 1996 as part of its core business. The current production of statistics does not adequately address the country's statistical and information needs. Stats SA conducts periodic, annual and quarterly household-based surveys, mainly using paper-based questionnaires (paper-and-pencil interviewing [PAPI]) and face-to-face interviews from sampled dwelling units using a Master Sample (MS) frame which is also updated manually. The current field operations management systems are costly, inefficient and open to errors and fraudulent activities, affecting the quality of statistical outputs.

Other identifiable gaps in the country's statistical arena are those related to information depth, quality as well as skills. Issues of repeated findings from a User Satisfaction Survey (USS) conducted annually include the geographic spread of information, timeliness and quality levels which are not satisfactory. Declining levels of USS response rates imply that Stats SA has limited knowledge of its users. The integrated communication and marketing strategy includes the review of the current USS as well as enabling the organisation to institutionalise the Batho Pele principles.

Stats SA's strategic intent of becoming an employer of choice is threatened by growing capacity constraints due to an increasing vacancy rate as a result of the declining public sector purse, which does not allow the organisation to fill vacated positions. Further constraints are caused by delays to adopt upcoming technologies and fragmented internal operations compromised by undefined processes and SOPs, leading to unclear roles and responsibilities.

9.3 Recommendation

Technology has advanced globally, and this presents an opportunity for Stats SA to rethink current modes of service delivery to address challenges outlined above. The organisation's innovative methods of work (computer-assisted personal interviewing [CAPI], online enumeration, etc.) have proven to be better, faster, flexible and cheaper, enabling efficiency and innovation of operations. Discussions, testing and preparations to transit from PAPI and the use of the Master Sample to CAPI and a Geospatial Information Sampling Frame were conducted for most of 2017, a process that culminated with pilot surveys to test the implications of the change in data collection mode. These have served as an initial phase of digital transformation in line with key priorities of Stats SA for the next MTEF which is expected to eventually be implemented for all household surveys conducted by Stats SA progressively.

Computer-Assisted Personal Interviewing (CAPI) as a mode of data collection has a number of advantages over the traditional Paper-Assisted Personal Interviewing (PAPI). Quick data, lower cost, real-time quality control and flexibility of the survey instrument are some of the advantages of CAPI over PAPI. It is therefore, envisaged that digital data collection will in the long run assist the organisation in its effort of rationalisation while sharpening staff skills to produce outputs that will eventually narrow identified gaps and address user demands.

10 Key services for service delivery improvement

The organisation has recently embarked on strategic conversations to assess, review and revisit its Service Delivery Model (SDM) with the intent to rationalise and prioritise current operations.

Agreed service delivery methods from the above conversation is captured as follows: Digitisation of the Statistical Value Chain (SVC), see 11.1 below, which will eventually improve Stats SA's methods of work, delivering statistics faster, cheaper and better.

10.1 Stats SA Service Delivery Model (SDM)

General Mandate: To collect, produce and disseminate official and other statistics as well as for the coordination among producers of statistics

Specific Mandate	Strategic Outcome	Services/ products	Service beneficiaries	Current method of service delivery	Analysis	Agreed method of service delivery improvement
To advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics To provide for coordination between Stats SA and other organs of state that produce official or other statistics To inform: - planning, - decisions making or other actions; and - monitoring or assessment of policies.	Informed nation	Provide statistical information on: - Economy - Society - Environment	- Organs of state - Businesses - Public - International bodies - Other organisations	Household Surveys: - Decentralised data collection from households, - Centralised production - Centralised and decentralised dissemination	- HH Surveys: PAPI data collection method is costly and manual - Declining response rate - Access to high walled areas - Open to errors and fraud	Automation of SVC (Faster, better & Cheaper): - CAPI - CATI - CAWI - GIF Integrated fieldwork strategy
	Trusted statistics	Coordinate production of official and other statistics among organs of state by: - Providing statistical advice & support - Formulating statistical standards - Designating statistics as official. - Undertaking user paid surveys Advance optimum use of official statistics.		Business surveys: - Centralised collection from businesses, production and dissemination	- Declining response rate - Dated collection methodology (fax, email, telephone)	Automation of parts of SVC (Faster, better & cheaper) through: alternative data sources, CAPI, CATI, CAWI, etc.
	Partners in Statistics			Administrative records: Centralised collection from organs of state	- Unknown quality of registers - Reports only at output level - Limited access to administrative records - Limited completeness and coverage of registers	- SASQAF assessment – phased-in approach - SASQAF light - Surveys measure outcomes - Interoperable systems between organs of state
	Capable organisation			Statistical Coordination: - Centralised designation of statistics as official: - Centralised and decentralised Statistical advice & support - Centralised and decentralised user paid survey	- Lack of National Strategy for Development of Statistics (NSDS) - Lack on National Statistics Plan - Lengthy SASQAF process - Statistical advice and support not institutionalised	Legislative reform to introduce: - Statistical planning - Statistical geography - State-wide statistical service - Data revolution Introduce phased-in approach for SASQAF Prioritisation of statistical support to organs of state
Statistical leadership						

10.2 Selection of a key service for improvement

Stats SA has developed the following selection criteria which was used to identify a service area for improvement in the next MTEF period.

SELECTION CRITERIA	RATING
Service area is prioritised as critical during the organisational prioritisation process	5
Service area's performance is reported with delayed targets	4
Service area is aligned to user needs and legislative or policy requirements	3
Service area improvement will have a strategic impact (future mileage)	2
Service area is within the mandate of the department	1

As outlined in the problem statement: The dated and costly mode of operation, underscored by challenges in the business and governance processes and systems, and a declining financial environment, is impacting on the ability of the organisation to sustain basic quality statistics and respond to increasing user demands.

The service that scored the highest rating was: *The provision of statistical information on society through household (HH) surveys*. Key surveys in this service area are: the Quarterly Labour Force Survey (QLFS); Governance, Peace, Security and Justice Survey (GPSJS); General Household Survey (GHS); Domestic Tourism Survey (DTS); and the Income and Expenditure Survey (IES)/Living Conditions Survey (LCS).

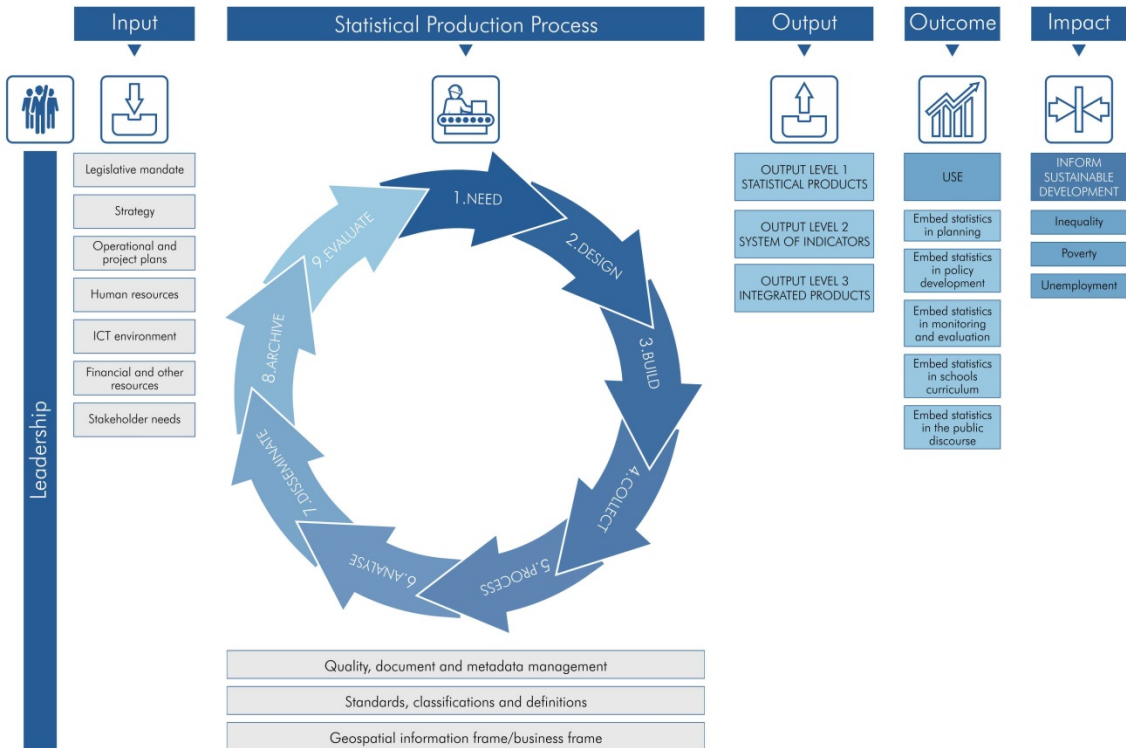
Stats SA has outlined in its strategic direction that all household survey collections will be technology driven by 2020. The digital transformation of survey operations has been prioritised as one of the key priorities of Stats SA in the next MTEF period. The implementation of the digital transformation strategy will be implemented in a staggered approach, focusing on household surveys in phase 1.

In conclusion, the digital transformation of household survey operations (from PAPI to CAPI) has been selected as the key service delivery improvement initiative for Stats SA.

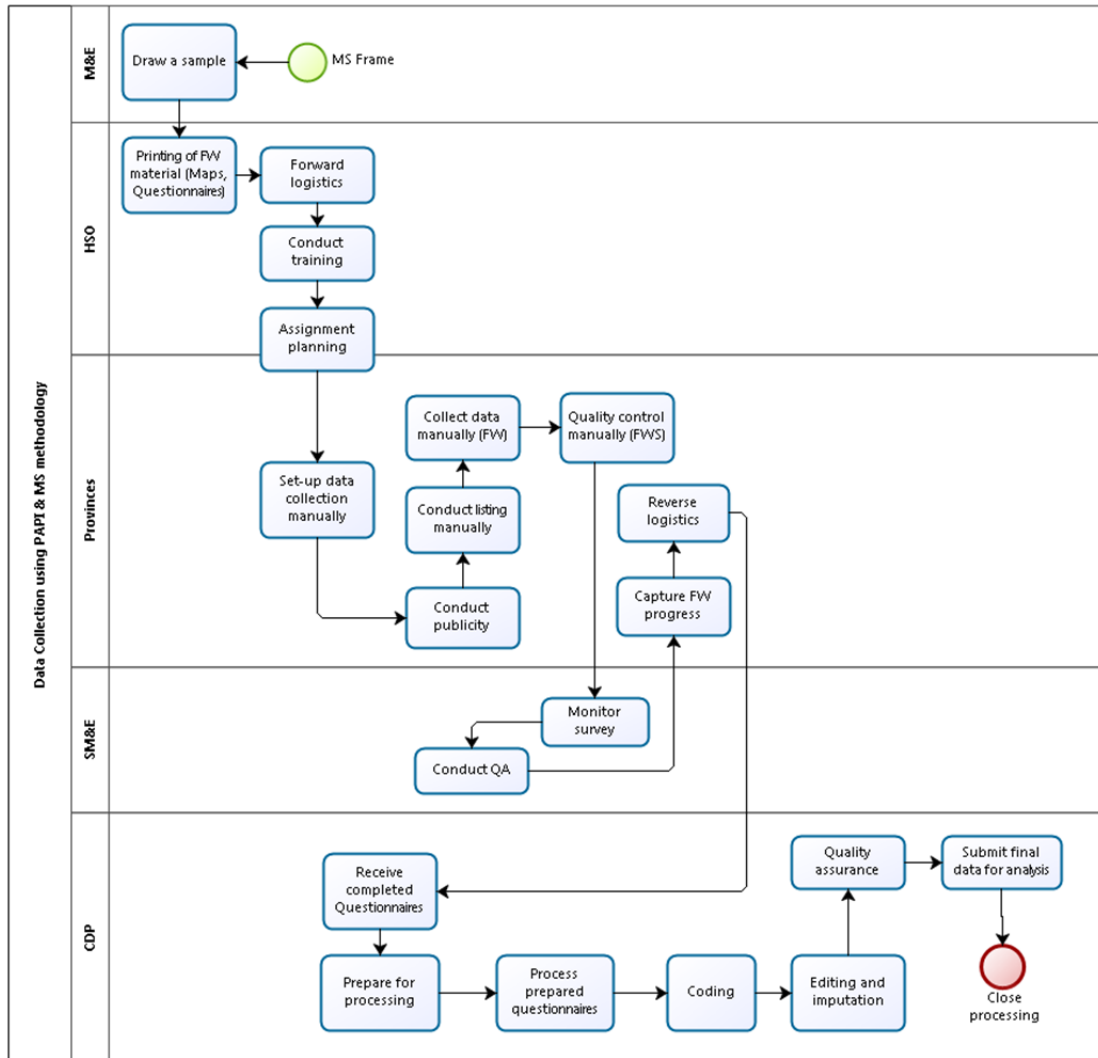
11 Value chain and process flows

Stats SA has recently revised its Statistical Value Chain (SVC) to ensure that 'integration by design' is implemented across the enhanced SVC under 11.1 below. The SVC is inclusive of the statistical production process captured by processes numbered 1 to 9. The statistical production process, at the value chain level is the same for both the economic and social statistics production. The SVC also captures all supporting areas such as quality assurance, standards, frames and other governance areas to ensure the successful delivery of all surveys. Emphasis is drawn to data collection and processing processes to highlight key changes that digital transition will have on household survey operations, see figures captured under 11.2 and 11.3 below. A detailed process flow of the To-Be CAPI process is attached as an Addendum to the document.

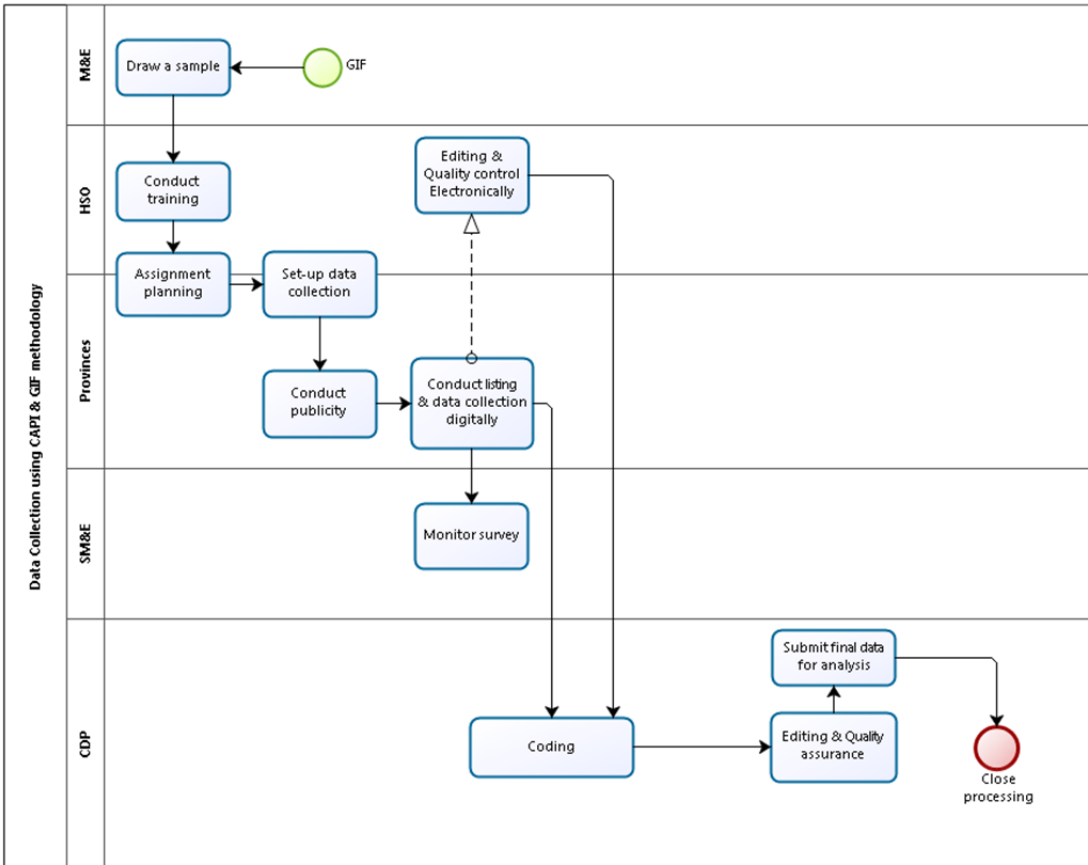
11.1 Stats SA value chain



11.2 AS-IS: Process map for Household surveys using PAPI and MS frame



11.3 TO-BE: Process map for Household surveys using CAPI



11.4 Unit cost implication of digital transition (PAPI to CAPI) at an SVC level

Mode of collection	Need	Design & Development	Data Collection	Data Processing	Analysis & Dissemination	Archive
PAPI & MS frame: Cost drivers	Consultation: - Workshops - Symposiums - USS - UIS	Paper driven: - CoE (no changes) - Printing of Questionnaires, maps and training material	Manual: - CoE (inclusive of 45 data capturers in provinces) - Extensive forward & reverse logistics - Data usage (phones to keep contact with supervisors)	Manual: - CoE (130 posts for data processing) - Data capturing process (receiving questionnaires, preparation, scanning/capturing, coding, editing, quality assurance)	CoE	Manual: - CoE - Physical storage - Maintenance - Detail process
CAPI & GIF: Cost drivers	Consultation: - Workshops - Symposiums - USS - UIS	Mainly Digital: - CoE (no changes) - Purchasing of gadgets (every 2 years) - Questionnaires, maps and training material will be available electronic	Digital: - CoE (abolish 45 posts of data captures in provinces) - No courier costs - Data for field collection (tablets to upload data)	Automated: - Reduced CoE (110 posts for data processing) - Shorter process (receiving data, coding, editing and quality assurance)	CoE remains the same: - Reduced reference period	Digital: - Reduced CoE - Electronic space - Simple process
Cost implication	None	Annual saving of: R4 303 447 (from year 3 onwards)	Annual saving of: R7 265 335 (from year 3 onwards)	Annual saving of: R40 357 273 (from year 3 onwards)	None	None

12 Team responsible for developing the SDIP

- a) Chief Director – Strategy SDIP Coordinator: Celia de Klerk – 012 310 8454
- b) Strategy Development Director – Thandi Makale – 012 310 6993
- c) Strategic Change Management – Lucky Ncube – 012 310 6454
- d) Strategy Development – Josephine Letsoalo – 012 310 8699
- e) Strategic Planning Director: Mantikoane Lelosa – 012 310 6995
- f) Strategic Monitoring and Reporting Director - Pravina Rooplall – 012 310 6991

13 Current status and projected targets

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project

KEY SERVICE	SERVICE BENEFICIARY	QUANTITY	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	At least 4 household (HH) surveys are collected through Computer Assisted Personal Interviewing (CAPI).	HH surveys collected through CAPI: None	GPSJS ¹ collected through CAPI/GIF w.e.f. April 2018 DTS and GHS surveys collected through CAPI/GIF w.e.f. January 2019	GPSJS collected through CAPI/GIF DTS and GHS surveys collected through CAPI/GIF QLFS survey collected through CAPI/GIF w.e.f. July 2019	GPSJS collected through CAPI/GIF DTS and GHS surveys collected through CAPI/GIF QLFS survey collected through CAPI/GIF

¹ The Victims of Crime survey (VOCS) has been re-engineered into the Governance, Public Safety and Justice Survey (GPSJS) and from April 2018, the VOCS in its current format will cease to exist and be replaced by GPSJS.

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

KEY SERVICE	SERVICE BENEFICIARY	QUALITY	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	QLFS: MS/PAPI transit to GIF/CAPI	QLFS delivered through PAPI/MS:	QLFS using MS/PAPI Response rate: 80%	QLFS using MS/PAPI Response rate: 80%	
		Parallel survey conducted	Response rate: 80%	Parallel: QLFS using GIF/CAPI Response rate: 80%	Parallel: QLFS using GIF/CAPI Response rate: 80%	
		Household surveys collected and published using CAPI/GIF according to official statistical standards	Household surveys are collected using PAPI/MS <i>Official statistical standards:</i> - Data collection - Response Rate: 80% - Imputation rate (item):: $\leq 5\%$ - Measure of sampling error (CV): $\leq 5\%$ or $\beta^2 = 0$	Household surveys published using CAPI/GIF: - GPSJS	Household surveys published using CAPI/GIF: - GPSJS - DTS and GHS	Household surveys published using CAPI/GIF: - GPSJS - DTS and GHS - QLFS
		Documented process flows and SOPs	Stats SA Statistical Value Chain	Develop generic process flow and process variables for statistical production Capture Phase 1 Survey Operations process flows and SOPs linked to CAPI changes	Capture Phase 2 survey operations workflows and SOPs linked to CAPI changes	Review and enhance processes and SOPs in line with lessons learnt from transiting surveys and QLFS run

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	Consultation	Consultation workshops & revisits to capture data items for surveys <i>Official statistical standard:</i> User satisfaction standard User satisfaction: Weighted: 58,1% Index: 73,9% Dashboard of media perception compiled	Consultation workshops for household surveys transiting to CAPI conducted by March 2019 - 2 workshops (GHS & DTS) Annual survey conducted by March 2019 New methodology to measure user satisfaction levels compiled by March 2019 Quarterly dashboard reports on media perception compiled	Consultation workshops for household surveys transiting to CAPI conducted by March 2020 - 5 workshops (GHS, DTS, QLFS & GPSJS) Annual survey conducted by March 2020 2% improved user satisfaction levels Quarterly dashboard reports on media perception compiled	Consultation workshops for household surveys transiting to CAPI conducted by March 2021 - 5 workshops (GHS, DTS, QLFS & GPSJS) Annual survey conducted by March 2021 2% improved user satisfaction levels Quarterly dashboard reports on media perception compiled

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public Academics and researchers	Courtesy	Skilled staff interacting with respondents and stakeholders (Integrated training approach: technical and organisational values) Conduct debriefing/ lessons learnt sessions for all transiting survey projects	Frontline staff (reception & UIS) and Statistical Officers at national and provincial level trained by March 2019 GHS and DTS Permanent Staff: 358 QLFS parallel run: Permanent Staff: 358 Contract Staff: 255 Frontline staff: Head Office and Provinces Debriefing sessions conducted for GPSJS and QLFS parallel run	Frontline staff (reception & UIS) and Statistical Officers at national and provincial level trained by March 2020 GHS and DTS Permanent Staff: 358 QLFS parallel run (ending June 2019): Permanent Staff: 358 Contract Staff: 255 Frontline staff: Head Office and Provinces Debriefing sessions conducted for GPSJS, QLFS (parallel run), DTS and GHS	Frontline staff (reception & UIS) and Statistical Officers at national and provincial level trained by March 2021 GHS and DTS Permanent Staff: 358 QLFS: Permanent Staff: 358 Frontline staff: Head Office and Provinces Debriefing session on digital transition for HH surveys

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	Information	Conducted publicity and advocacy for household surveys transiting to CAPI	Publicity and advocacy for GPSJS and QLFS parallel run conducted by March 2019	Publicity and advocacy for GPSJS, DTS, GHS and QLFS parallel run conducted by March 2020	Publicity and advocacy for GPSJS, DTS, GHS and QLFS conducted by March 2021
		Access	Visitor sessions on the website is at least 1 600 000 Publications downloaded from the website: 260 000 Personal visits: 2 023 recorded in Head Office and provinces	Visitor sessions to website: 1 760 000 (10% increase on the baseline) Publications downloads from the website: 286 000 Personal visits: 2 000	Visitor sessions to website: 1 936 000 (10% increase on the baseline) Publications downloads from the website: 315 000 Personal visits: 2 000	Visitor sessions to website: 2 129 600 (10% increase on the baseline) Publications downloads from the website: 345 000 Personal visits: 2 000
		Redress	Functional website	Reengineering of the website (development and testing) Define complaints process for field operations	Improved functionality of website implemented by March 2020 Monitor complaints through UIS	Functionality reviewed and improved by March 2021 Monitor complaints through UIS

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	Redress	<i>Official statistical standard:</i> Dissemination standard: Revision to publication date must be communicated to users prior to the release Possible impact of break-in-series communicated to stakeholders prior to the release	Revised publication schedule updated on the website Develop a communication strategy to handle possible changes due to digital transition Communicate to stakeholders prior to the release if there are possible changes to results	Revised publication schedule updated on the website Communicate to stakeholders prior to the release if there are possible changes to results	Revised publication schedule updated on the website Communicate to stakeholders prior to the release if there are possible changes to results
		Openness and transparency	Published metadata with statistical releases for HH surveys using CAPI/GIF methodology	Publish metadata with statistical releases for GPSJS	Publish metadata with statistical releases for DTS and GHS, and QLFS w.e.f. Q3	Publish metadata with statistical releases for QLFS

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (continued)

				DESIRED STANDARD		
KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	Value for money:				
		Human Resources: Data collection & processing	Collection: Data capturers in provinces: 54	Collection: Data capturers in provinces: 54	Collection: Data capturers in provinces: 54 (Q1 & Q2 only)	Collection: Data capturers in provinces: 0
			VOCS/GPSJS and DTS & GHS: 358 (Permanent)	GPSJS and DTS&GHS: 358 (Permanent)	GPSJS and DTS&GHS: 358 (Permanent)	GPSJS and DTS&GHS: 358 (Permanent)
			QLFS: 358 (Permanent)	QLFS parallel run: - 358 (Permanent) - 255 (Contract)	QLFS parallel run: - 358 (Permanent) - 255 (Contract)	QLFS parallel run: - 358 (Permanent) - (Permanent)
			Processing: 130 permanent staff	Processing: 130 permanent staff	Processing: 130 (Q1&2) 20 (Q3&4) for post capture processes	Processing: 20 for post capture processes
			Costs: Additional cost: QLFS Parallel run GPSJS and DTS & GHS	R31 511 064 R 1 468 750	R10 503 688 Nil	Nil Nil
		Total additional cost:	R32 979 814	R10 503 688	Nil	
	Savings: GPSJS and DTS & GHS QLFS Data Processing	R4 062 723 Nil Nil	R2 144 314 R7 727 515 Nil	R3 408 526 R8 160 256 R40 357 273		
	Net (Additional cost)/Savings		(R28 917 091)	(R631 859)	R51 926 055	

Digital Transition: Phase 1 - From PAPI-MS to CAPI-GIF project (concluded)

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2018/19	2019/20	2020/21
Provide statistical information on the society through household (HH) surveys	EXTERNAL CLIENTS - National, provincial and local government - Parliament, research and educational institutions - Constitutional institutions - Major public entities - Private companies - International agencies - NGOs - Media - General public - Academics and researchers	Time: GPSJS & DTS & GHS	Statistical information is published according to the release schedule: VOCS published six months after the reference period GHS published five months after the reference period DTS published six months after the reference period	Statistical information is published according to the release schedule: VOCS published six months after the reference period	Statistical information is published according to the release schedule: GPSJS published five months after the reference period GHS published five months after the reference period DTS published six months after the reference period	Statistical information is published according to the release schedule: GPSJS published three months after the reference period GHS published four months after the reference period DTS published four months after the reference period

14 Impact of Digital transition

Return on investment: Digital transformation is the key to unlocking exponential growth. Stats SA aims to modernise and innovate its business processes across the statistical value chain to save money, increase productivity, increase production turn-around, and create better product and service value to remain responsive and relevant to user needs and demands. Stats SA will however incur additional costs in the first two years (2018/19 to 2019/20) amounting to R29 million and R631 859 respectively. Return on investment will only be realised from 2020/21 onwards with an initial amount of R52 million.

It is important to note that the operational efficiency savings identified in the third year is not an actual financial saving. The saving is an estimate of the value of the additional capacity now available for redeployment. The staff will be reskilled and placed in the organisation where gaps exist.

Impact: Digital transformation will lead to an agile way of working across the value chain that will have a widespread organisational impact as a result of the changes in our service delivery and integrated business models. Key areas that the organisation will focus on to ensure a smooth transition include:

- Re-alignment of the structure and job profiles to the new environment;
- Re-alignment of resources (investment in emerging technologies and infrastructure required as well as in the expansion of the statistical information base);
- Redeployment and placement of staff to address the growing post gap. Staff members will be provided with the necessary skills that will assist them to function in the new environment;
- Upskilling of staff members across the value chain with the necessary relevant digital skills and capability;
- Preparing and transforming the organisation at the same pace to adapt to continuous, sudden and rapid change; and
- Changing the corporate culture towards a digital mind set.

15 Official sign-off

A handwritten signature in black ink, appearing to read 'C de Klerk', with a long, sweeping horizontal stroke extending to the right.

Ms C de Klerk
Chief Director: Strategy
Date: 31 March 2018

A handwritten signature in black ink, appearing to read 'Risenga Maluleke', with a stylized, cursive script.

Risenga Maluleke
Statistician-General
Date: 31 March 2018

Annexure A: Service Charter

Statistics South Africa Service Charter

What does Statistics South Africa (Stats SA) do?

Statistics South Africa is a national government department responsible for the production and coordination of official and other statistics to assist organs of state, business and the public in evidence-based decisions for planning, policy development and measurement governed by the Statistic Act (Act No. 6 of 1999)

Vision

Our vision is to deliver
*The South Africa I know,
the home I understand*

Mission

To lead and partner in
statistical systems and
products for evidence-
based decisions

Strategic goal

To increase the supply and use of official and other quality
**Statistics for Transparency, Accountability, Results-based
Management and Transformation (START)** through
coordination, integration and innovation

Organisational values



Integrity



Empowering
partnership



Service
excellence

Stats SA key services



Economic
statistics



Population
statistics



Statistical services,
support and advice

Our conduct when interacting with the public

When collecting data, Stats SA staff must:

- Identify themselves by name, department (Stats SA) and outline the purpose of the visit
- Deal with respondents professionally

Stats SA will uphold Batho Pele Principles by committing to the following:

- We shall conduct user consultation sessions by advocating the use of data for evidence-based decision-making
- We shall provide various channels to access information such as ROAMBI, MOBI, SuperCROSS and the website
- We shall treat our stakeholders with courtesy and respect at all times
- We shall be open and transparent about the methodologies we use for collecting data and compiling our products
- We shall strive to redress information gaps by expanding our services in the municipalities and rural areas
- We shall continue to release our information on time and in line with international best practices
- We shall maintain our service standards by keeping abreast with the needs of our stakeholders
- We shall ensure value for money by utilising our resources effectively and efficiently

Our service standards

Our stakeholders will be attended to in a friendly and professional manner
Telephones will be answered at all times and emails will be responded to during official working hours: 08:00 – 16:30
Requests are classified as per below:

- Simple requests will be responded to within 15 minutes
- Normal requests will be responded to within 24 hours
- Special requests will be responded to within 5 working days

Our product standards

We commit to compile our products by adhering to national, continental and international best practices

- Nationally: South African Statistical Quality Assessment Framework (SASQAF)
- Continentially: African Statistics Charter
- Internationally: Fundamental Principles of Official Statistics

'Our response is on time, first time. Your voice counts. We strive for service excellence.'

In cases of misconduct, poor service delivery or difficulties in any form of communication, please contact:
012 310 0174/4825
Email: Customercare@statssa.gov.za

About our products, please contact:
User Information Services:
012 310 8600
Fax: 012 310 8500
Email: info@statssa.gov.za

Main switchboard:
012 310 8911
Fax: 012 321 7381
Website: www.statssa.gov.za

Physical address:
ISibalo House, Koch Street, Salvokop,
Pretoria, 0002

Postal address:
Private Bag X44,
Pretoria, 0001

Accounting Officer's Declaration:

I, Risenqa Maluleke (Statistician-General of Statistics South Africa), commit my department in terms of Part 3, C:2 of the Public Service Regulations, 2001, as amended, to adhere to this charter.

Annexure B: Service standards

Statistics South Africa Service Standards

Who we are

Statistics South Africa (Stats SA) is a national government department responsible for the production and coordination of official and other statistics to assist organs of state, business and the public in evidence-based decisions for planning, policy development and measurement governed by the Statistics Act (Act No. 6 of 1999).

The Act makes provision for the appointment of a Statistician-General (SG) whose role in statistical production in the country can be summarised as follows:

Firstly, as the *National Statistical Authority* to inform stakeholders on the economy and society by:

- Collecting, compiling and disseminating a wide range of economic, social and population statistics;
- Developing and maintaining databases for national statistics on businesses and enumeration areas; and
- Liaising with other countries and statistical agencies as well as representing Stats SA and South Africa in statistical activities internationally.

Secondly, as the *National Statistical Coordinator*, to promote coordination amongst producers of official and other statistics in order to advance quality, comparability and optimum use of official statistics and to avoid duplication by:

- Formulating quality criteria and establishing standards, classifications and procedures;
- Providing statistical advice; and
- Promoting a public culture of measurement.

Our vision, mission and values

Vision

To deliver: *The South Africa I know, the home I understand.*

Mission

To lead and partner in statistical systems and products for evidence-based decisions.

Strategic goal

To increase the supply and use of official and other quality ***Statistics for Transparency, Accountability, Results-based management and Transformation (START)*** through coordination, integration and innovation.

Values

The core values below form the basis of our decision-making and our interactions with our stakeholders both internal and external, and will influence the way in which we do our work:

- **Integrity:** We will take accountability for the quality of information delivered by striving to deliver products and services in a transparent and ethical way. We will ensure that our products are fit for use and aligned to internationally recognised best practice;
- **Empowering partnerships:** We will create opportunities for organisational and individual growth. We will treat each other with mutual respect and harness diversity to advance organisational effectiveness. We will foster partnerships to achieve better coordination and collaboration; and
- **Service excellence:** We will strive to deliver products and services to satisfy customer needs through operational excellence and value for money, and by continuously increasing our productivity through innovation.

Our stakeholders

- Government: National, provincial and local government
- The public
- The media
- Business
- The academic sector
- Parliamentarians

- Non-governmental organisations (NGOs)
- Constitutional institutions and major public entities
- Foreign and international bodies

Our products are accessible

- User Information Services: User Information Services is the first point of direct contact with our customers who prefer face-to-face interface, telephonic/fax communication or/and email. Stats SA can be contacted at 012 310 8600 for telephonic enquiries, 012 310 8500 for fax enquiries or info@statssa.gov.za for email enquiries.
- Subscription service: Publications can be emailed or posted free of charge.
- Stats SA website: Stats SA publications and datasets can be viewed, accessed and downloaded free of charge from the Stats SA website at www.statssa.gov.za.
- Personal visits: Customers can personally visit the Stats SA Head Office or any provincial Stats SA office to obtain access to statistical products and services. Head Office also provides a library facility to users.

Our service standards

General enquiries:

Our stakeholders will be attended to in a friendly and professional manner. Telephones will be answered at all times and emails will be responded to during official working hours: 08:00 – 16:30. Requests are classified below:

- Simple requests will be responded to within 15 minutes
- Normal requests will be responded to within 24 hours
- Special requests will be responded to within 5 working days

Our product standards

We are committed to compiling our products by adhering to national, continental and international best practices.

We shall:

- Provide an advance release calendar for at least the following month on the website;
- Publish all statistical releases with a response rate of at least 80%; and
- Place statistical information on the website at the exact time of release for equal access to information at the same time.

Our national statistical support standards

We are committed to respond to our partners in the National Statistics System by providing statistical support and advice.

We shall:

- Conclude a Memorandum of Understanding with any SANSS partner within two months of request for cooperation;
- Finalise any independent data quality assessment using the South African Statistical Quality Assessment Framework (SASQAF) within 6 months; and
- Provide a list of provisional indicators to a requesting partner within 3 months of an approved Ulwazi database request.

Our internal service standards

Internally, we will aim to meet the following standards to ensure our statistical products are delivered on time:

Statistical support:

- Annually provide the final business sampling frame by end of March.
- Annually review survey standards.
- Provide technical solutions
- Respond to 90% of methodological support required on time.
- Meet 90% of service level standards (network, email, helpdesk, IT procurement, files storage and website) on time.

Corporate support:

- Deliver requested goods and services within 2 weeks from the date of request for requisition not requiring a bid process and within 12 weeks from the date of request for requisitions requiring a bid process.
- Provide legal opinions within five (5) working days of date of receipt of request.
- Investigate incidents of fraud and corruption within twenty-one (21) working days of receipt of incident.
- 100% payments done within 30 days.
- Appoint staff within 16 weeks of advertisement.

This document is also available on the Stats SA website:
statssa.gov.za

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List of abbreviations and acronyms

ASSD	Africa Symposium on Statistical Development
CPI	Consumer price index
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration
CS	Community Survey
GDP	Gross domestic product
DPSA	Department of Public Service and Administration
EXCO	Executive Committee
HOD	Head of Department
IDPs	Integrated Development Plans
IES	Income and Expenditure Survey
ILO	International Labour Organisations
IMI	the International Monetary Fund
MDGs	Millennium Development Goals
MEC	Member of Executive Council
MPAT	Management Performance Assessment Tool
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NGO	Non-governmental organisation
NSS	National Statistics System
PPI	Producer price index
PSR	Public Service Regulations
SALGA	South African Local Government Association
SANSS	South African National Statistics System
SASQAF	South African Statistical Quality Assessment Framework
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SEEA	System of Environmental and Economic Accounting
SG	Statistician-General
SI	Satisfaction Index
SNA	System of National Accounts
Stats SA	Statistics South Africa
USS	User Satisfaction Survey

References

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- 3 Department of Justice (1996). **Constitution of the Republic of South Africa.** Pretoria, Gauteng, South Africa: Department of Justice.
- 4 **National development Plan: Vision for 2030** (2011) National Planning Commission: Department: The Presidency. Republic South Africa.
- 5 National Treasury. **Medium Term Strategic Framework.** Gauteng, South Africa: National Treasury.
- 6 **Public Service Regulations (2016).** South Africa.
- 7 Stats SA 5 yr. Strategy (2015). **Strategic plan 2015/2016 - 2019/2020.** Pretoria, Gauteng, South Africa.
- 8 Statistics South Africa (2017). **Annual Performance Plan 2018/19.** Pretoria, Gauteng, South Africa.
- 9 Statistics South Africa. Service Delivery Improvement Plan 2012/13 - 2014/15. Pretoria, Gauteng, South Africa: Statistics South Africa.
- 10 Department of Public Service and Administration. **Operations Management Framework (OMF) (2016)**
- 11 Statistics South Africa (2017). **Integrated Communication and Marketing Strategy (draft version, 2017)** Pretoria, Gauteng, South Africa.