



Service Delivery Improvement  
Annual report 2016/17



Statistics South Africa

Annual Service Delivery Improvement Plan

2015/16 – 2017/18

Progress report for the period

1 April 2016 to 31 March 2017



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## 1. Introduction

Statistics South Africa (Stats SA) is a national government department reporting to the Minister in the Presidency. It is the official statistics agency in South Africa, and the producer of key national economic, social and population indicators. According to the Statistics Act (Act No. 6 of 1999), 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.

In response to the changing requirements, Stats SA's Strategic Plan (2015–2019) stresses the renewed emphasis on service delivery in South Africa. The drive is ensuring 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's Service Delivery Improvement Plan (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 by putting 'People First'. The SDIP, in line with Stats SA's Strategic Plan, therefore aims to meet statistical needs of stakeholders and to identify areas that need improvement in order to serve all stakeholders with integrity and excellence.

This report will cover progress made against targets in the Service Delivery Improvement Plan (SDIP) for the year 2016/17. It will highlight progress made on key services of the organisation, situational analysis, challenges, mitigation factors and recommendations. This is all done to ensure proper implementation, monitoring and reporting of the Service Delivery Improvement Plan (SDIP) in Stats SA.

## 2. Key services

Key services delivered by the department 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. The Economic Statistics and Population and Social Statistics branches produce 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, annual and periodic basis.

Collected data are then processed and disseminated through various platforms, which include social media, the internet, CDs, and hardcopy format on time and within the 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 Annual Report 2016/17, Stats SA responded to an estimate of 96,4% simple requests, 96,2% normal requests and at least 98,5% special/subject matter requests. These requests are received through walk-ins (visitors physically coming to Stats SA offices nationally), telephonically (through call centre, user information services, reception and/or any Stats SA staff member), via the website link and Stats SA Apps. Details are covered under item No. 6: Quantity: Current Status and Projected Targets. The walk-ins are covered by Stakeholder Relations and Marketing (SRM); and the provinces.

The Stats SA Public-Private Partnership (PPP) Agreement with Dipalopalo Concession has resulted in a new Head Office premises (ISibalo House) housing all Head Office employees and DPC staff. ISibalo house is a four-star green design and houses state-of-the-art modern facilities. It was officially opened by Minister Jeff Radebe on 14 December 2016.

### 3. Situational analysis

Stats SA is embarking on integrative research and analysis to develop new and innovative statistical products to respond to emerging user demands. To this end, research was conducted on specific aspects of selected municipalities, government's socioeconomic planning, spatial analysis and the use of external administrative data sources for poverty and inequality statistics. In addition, research on alternative data sources such as big data and data revolution is being conducted. The attempt will respond to challenges facing most African statistical organisations on depth and timeliness of statistical information. The demand is driven by a technologically advanced society, requiring agility of statistical systems. The recent United Nations World Data Forum (UNWDF), co-hosted by Stats SA in January 2017, where experts on global data met to find ways to strike a balance between public good and privacy, will broaden the platform to build consensus on how to harness the power of data for sustainable development, and boost the collaboration and resources needed to carry the work forward.

To further summarise a situational analysis for SDIP 2016/17, the following emerging areas are also included:

#### 3.1 Economic statistics service delivery environment

In June 2016, the seventy-year-old practice of production of GDP estimates in two institutions ended. The Governor of the Reserve Bank handed the responsibility of the compilation of the expenditure side of the Gross Domestic Product (GDP<sub>e</sub>) to the Statistician-General. Historically, Stats SA published GDP production (GDP<sub>p</sub>), which only measured the supply side of the economy. On the other hand, GDP<sub>e</sub> is a measure of the demand side of the economy, i.e. the expenditure on goods and services that are produced domestically or imported. It includes data on household and government final consumption, gross fixed capital formation, and exports (minus imports).

During the 2016/17 financial year, the economic statistics branch also improved its services and products in the following areas:

- Short-term Indicators implemented weights for the manufacturing and mining indices, base year changes for electricity and building statistics, seasonal adjustment for tourist accommodation and food and beverages;
- Structural Industry Statistics conducted a research on the feasibility of conducting a capital expenditure survey; and
- A rebased and reweighted CPI was published in January 2017.

### 3.2 Population and social statistics service delivery environment

One of the Stats SA 2016 highlights was the Community Survey 2016 (CS 2016), which is a large-scale household survey undertaken to collect demographic and socioeconomic data. Stats SA trained more than 11 000 contract staff who were deployed to collect information from more than 1,3 million households throughout the country, from 7 March to 22 April 2016. The CS 2016 used the Computer-assisted Personal Interview (CAPI) methodology, where data collection was done digitally via electronic devices, rather than the traditional paper method. The cost structure has been reduced from an average cost of R2 000 per household for a paper-based survey to one that cost R200, which is a tenfold reduction in cost because of the use of the new technology, which also ensures improved data quality through built-in controls in the electronic questionnaire. The use of geographic navigation capabilities ensured that fieldworkers enumerated houses that had been selected. In addition, using CAPI greatly reduced the turnaround time to release the results. CS 2016 results were released at the end of June 2016 (within two months of completion of data collection) and provided objective, accurate and up-to-date data on the population count, the number of households and service delivery – all at municipal level.

Stats SA, in collaboration with the South African Medical Research Council (SAMRC), conducted the South Africa Demographic and Health Survey (SADHS) in 2016 on behalf of the National Department of Health. The survey aims to provide a better understanding of the health status of the population in South Africa. Key topics included child health, reproductive health, adult health, and nutrition. The information (collected from approximately 15 000 households across the country) will assist the Department of Health to plan and prioritise health programmes and service delivery. The survey also provided an opportunity for household members to understand their individual health status. An intensive five-week training programme covered the methodology of the survey, completing the questionnaire, overview of the Computer-assisted Personal Interview (CAPI) as well as how to use the digital devices (tablets).

The Population and Social statistics branch improved its products and service offering as follows:

- Improvement of the transport, household service delivery and crime statistics;
- Research on alternative data sources to improve mortality statistics and analysis of the national population register;
- 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; and
- Quest for Nodal Development using Census 2001 and Census 2011 data.

Besides the above achievement, there are gaps that have been identified within the organisation. Stats SA is still not producing enough statistics to respond to all the indicators in the country's planning framework to enable the state to monitor and evaluate progress of interventions deployed. Stats SA is currently not collecting information on governance, peace and stability and active citizenry/social cohesion. Research on some of these areas is being initiated, but the biggest constraint facing the organisation is lack of funding for such initiatives.

### 3.3 Statistical services, support and advice

Stats SA has adopted international statistical standards and classifications to improve comparability, methodological soundness and accuracy of statistical information. The effort continued with the development of standards on data confidentiality, measuring and documenting sampling errors, statistical data collection and maintenance of the business frame and reviewing of standards on measuring and reporting response rates and master sample maintenance. To further improve standards development, the implementation of a standards awareness programme for provinces was initiated as well as the compilation of a standards registry and the identification of priority standards in SANSS.

At national level, Stats SA improved independent quality assessments by including the compilation of practice guidelines for independent assessments and a SASQAF roll-out strategy and plan. One assessment was conducted for the Quarterly Labour Force Survey. At provincial level, improvement initiatives included the implementation of quality improvements to surveys and the development of a quality management framework.

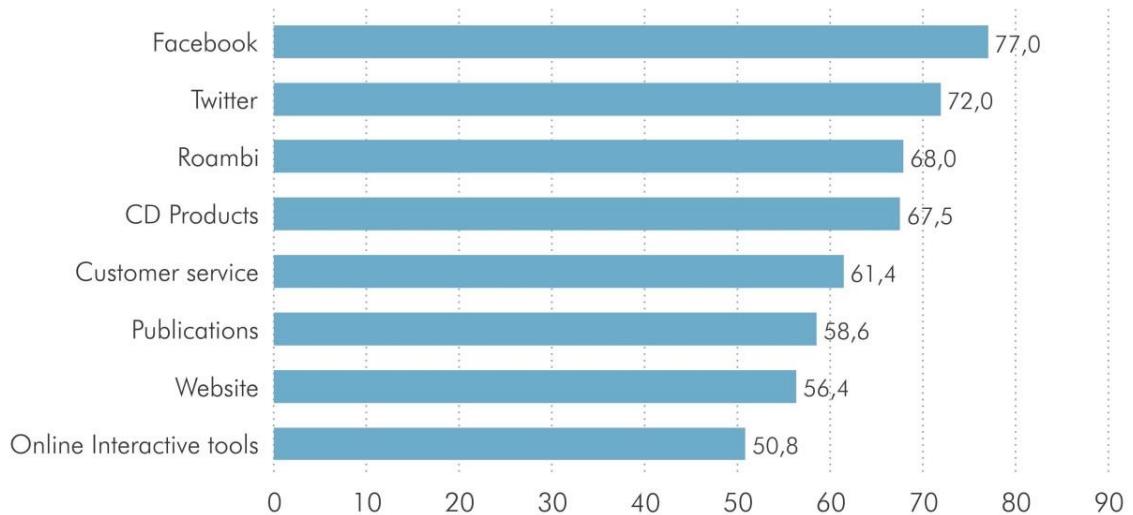
Converting from the Paper-assisted Personal Interview (PAPI) to the Computer-assisted Personal Interview (CAPI) to modernise survey data collection processes to improve efficiencies has been piloted through the KZN Citizen Satisfaction Survey and Community Survey 2016, and the results were positive. Further plans to deploy CAPI to all statistical surveys are underway. The efforts will improve the organisation's service delivery initiative to enhance customer delight.

Increasing stakeholder engagement and use of statistics, to better know and understand the needs of stakeholder groups and creating public awareness to raise the profile of statistics, remained a priority for Stats SA in 2016/17. Initiatives to improve internal and external communication included extensive communication campaigns for the CS 2016 and the relocation project, the development of user friendly electronic products (infographics, informational and animated videos and audio clips), and improvements to internal communication channels and tools (lift screens, news flashes and pause area screens).

A media engagement workshop was held at ISibalo House in March 2017 to equip community media journalists with the knowledge and tools to report statistical information more accurately to the communities they serve. The workshop, which is the second in a series of engagements intended to encourage the media to make use of Stats SA data, was attended by reporters from grassroots media outlets (Caxton Community Newspapers, Midrand Reporter, and Tshwane Capital).

Efforts to improve tracking and monitoring of interactions with stakeholders are currently fragmented, which is a challenge since the existing Customer Relations Management (CRM) system is not optimally utilised. In an attempt to address this challenge, the organisation is developing an integrated communication and stakeholder relations management strategy, which includes the assessment of the current CRM. The organisation annually conducts a User Satisfaction Survey (USS). Overall user satisfaction per platform from the 2016/17 survey was captured as per diagram below.

Overall User Satisfaction per platform (%)



The users of the Facebook platform were the most satisfied, as indicated by the 77% of respondents who used social media. The number is followed by 72% of followers on Twitter. The lowest satisfaction level of 50,8% was experienced by users of online interactive tools. Overall satisfaction averaged to 58,1%.

#### 4. Problem statement

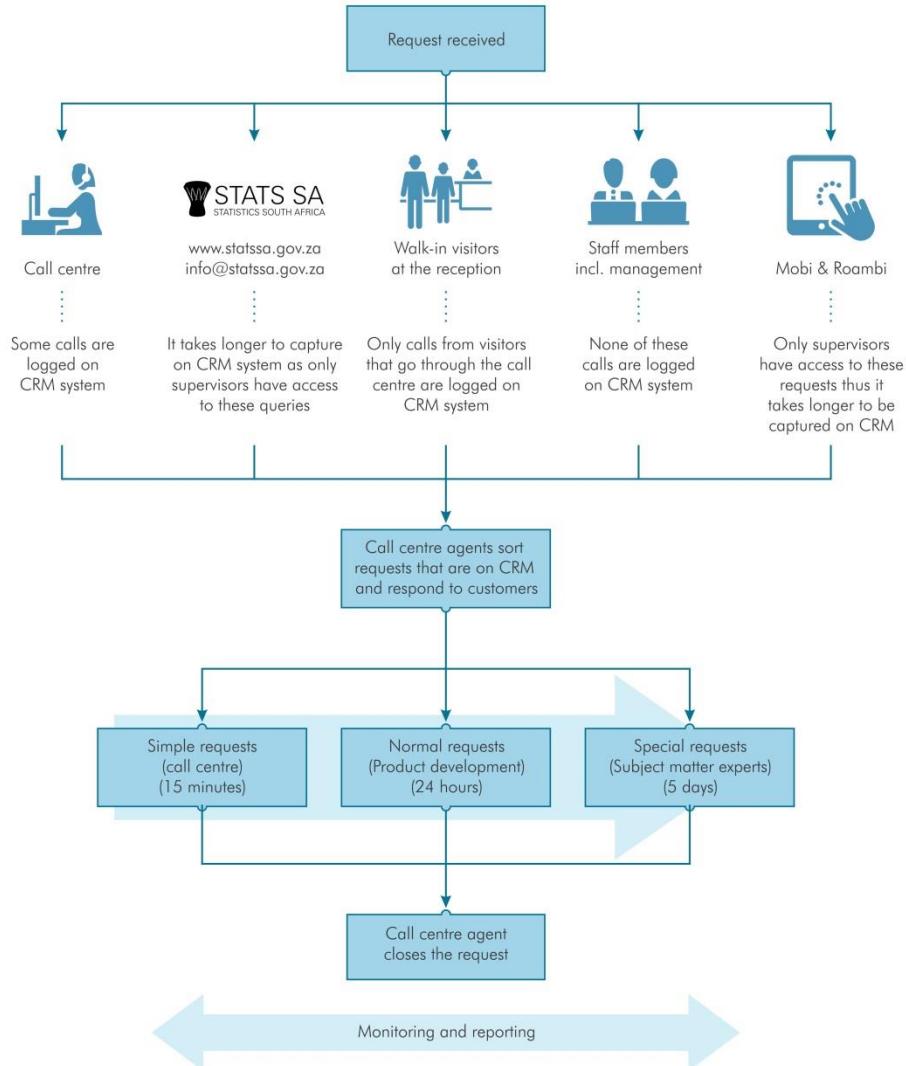
The increasing and ever-changing demands of users require Stats SA to explore integrative methods of disseminating products and providing services.

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

- More frequent and timely production of statistical information;
- More in-depth and integrated statistical information to address complex policy issues at all levels of society;
- Additional data sources from other sectors;
- Introducing more affordable and alternative data collection capabilities; and
- Engaging and empowering users on the use of statistical information.
- The problem statement as outlined in the SDIP 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 gaps 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 process flow of interactions with stakeholders:



## 6. Quantity: Current status and projected targets

Main service	Beneficiaries	Batho Pele principle	Current standard of service as in 2015/16	Desired standard of service	Actual achievement against standards
Produce economic, social and population statistics	<b>EXTERNAL CLIENTS</b> <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Quantity	Simple requests 94,8% enquiries handled within 15 minutes	95%	96,4% of requests were handled within set standard time of 15 minutes
			Normal requests 98,3% enquiries handled within 24 hours	90%	96,2% of requests were handled within set standard time of 24 hours
			Special requests 95,2% enquiries handled within 5 days	90%	98,5% of requests were handled within set standard period of 5 days
			Subject matter requests 93,4% enquiries handled within 5 days	90%	100% of requests were handled within set standard period of 5 days

## 7. Quality

### 7.1 Current professional standards, projected targets and actual performance

Main service	Beneficiaries	Batho Pele principle	Current standard of service as in 2015/16	Desired standard of service	Actual achievement against standards
Produce economic, social and population statistics	<p>EXTERNAL CLIENTS</p> <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Quality	<p>Compiled 1 quality statement for GHS. A quality statement for DTS is in progress</p> <p>Economic surveys:</p> <ul style="list-style-type: none"> <li>• STI and LSS: 90,4%</li> <li>• GFS: 99%</li> <li>• PPI: 99,3%</li> </ul> <p>Pop and Social surveys:</p> <ul style="list-style-type: none"> <li>• QES: 91,1%</li> <li>• QLFS: 90,1%</li> </ul>	<p>2 assessments against SASQAF</p> <p>Publish surveys with an average response rate of 85%</p>	<p><i>Conducted QLFS assessment; The South Africa Protected Areas Database will be completed in March 2018</i></p> <p>Economic surveys:</p> <ul style="list-style-type: none"> <li>• STI and LSS: 90%</li> <li>• GFS: 97%</li> <li>• PPI: 93%</li> </ul> <p>Pop and Social surveys:</p> <ul style="list-style-type: none"> <li>• QES: 89,2%</li> <li>• QLFS: 92,8%</li> </ul>

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

Main service	Beneficiaries	Batho Pele principle	Current standard of service as in 2015/16	Desired standard of service	Actual achievement against standards	
Provide statistical information	<p>EXTERNAL CLIENTS</p> <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Consultation	Conducted stakeholder workshops: 37	10	47 stakeholder workshops and consultations. Increased workshops as a result of new survey requirements (e.g. NHTS), CS 2016 launches as well as the demands for an integrated indicator framework	
				Conducted annual user satisfaction survey	1 report	The User Satisfaction Survey was conducted during February 2017 and the report was compiled and signed-off by 31 March 2017.
		Access	Visitor sessions to website: 955 929	1 000 000	2 047194. Visitor sessions to the website increased due to CS 2016 results	
			Publications downloaded from the website: 115 209	150 000	303 462 downloaded publications from the website due to CS 2016 results	
			Developed Roambi applications for 206 series	5 series	200 series updated in quarter 1. No updates provided for the rest of the quarters	
	Personal visits to Head Office and provinces: 1 065	1 500	2 023 personal visits to Head Office and provinces			

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

Main service	Beneficiaries	Batho Pele principle	Current standard of	Desired standard of	Actual achievement against standards
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			service as in 2015/16	service	
Provide statistical information	EXTERNAL CLIENTS <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Courtesy	24 rural areas visited in 9 provinces	Visit 9 rural areas for dissemination of statistics	Visited 51 municipalities mainly rural to train users on SuperCross as a dissemination tool for CS 2016
		Openness and transparency	No training for frontline staff (reception) was reported	Train frontline staff (reception) at national and provincial level	No training for frontline staff (reception) was reported
		Information	All statistical releases were published with metadata	Publish statistical releases with metadata	Metadata for all statistical releases is available.
			Statistical products available on the website were expanded through published articles	Expand statistical products available on the website: <ul style="list-style-type: none"> <li>• Articles</li> <li>• GDP expenditure approach</li> <li>• CS results at municipal level</li> <li>• IES</li> </ul>	Statistical products expanded through: <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Newsletters on statistical products</li> <li>• GDP expenditure approach published in June 2016</li> <li>• CS results released at municipal level</li> <li>• IES/LCS results published</li> <li>• Reweighted CPI published</li> </ul>

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

Main service	Beneficiaries	Batho Pele principle	Current standard of service as in 2015/16	Desired standard of service	Actual achievement against standards
Provide statistical information	<p><b>EXTERNAL CLIENTS</b></p> <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Redress	Held 92 training sessions and provided statistical support to 6 SANSS partners (compiled 5 assessments/data inventory reports)	61 (training, support and assessments)	<ul style="list-style-type: none"> <li>• Conducted 32 Maths4Stats training sessions</li> <li>• Provided statistical support to 65 stakeholders (IDP processes and SANSS activities)</li> </ul>
		Value for money:	Published 264 statistical releases. Visitor and website sessions were not measured due to system constraints	Increased use of statistical information through official statistical releases published and downloads from the website	Published 270 statistical releases. 303 462 downloads were made from the website
		Time	Published 18 (7%) releases later than scheduled due to data quality challenges and internal processes	Statistical information according to the release schedule	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.

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

Main service	Beneficiaries	Batho Pele principle	Current standard of service as in 2015/16	Desired standard of service	Actual achievement against standards
Provide statistical information	<b>EXTERNAL CLIENTS</b> <ul style="list-style-type: none"> <li>• National, provincial and local government</li> <li>• The public</li> <li>• The media</li> <li>• The private sector</li> <li>• Research and educational institutions</li> <li>• Parliamentarians</li> <li>• Non-governmental organisations</li> <li>• Constitutional institutions and public entities</li> <li>• International bodies and statistics agencies</li> </ul>	Human Resources	Staff complement of 3 197 (89,5%)	3 250	3 170 (88,9%)
		Costs	Total budget: R2 274 billion (98%)	R2 323 billion	R2 448 billion (96%)

## 8. Challenges/gaps

The main challenge in the organisation is the lack of coordinated stakeholder relations management efforts, because Stats SA still does not have an integrated communication and stakeholder relations management strategy.

The second challenge is caused by the current Customer Relations Management (CRM) system that is only accessible to a few staff members, making it difficult to capture all user requests received during a set period. The challenge around CRM is mainly affected by undefined ownership for the system, which affects implementation and reporting.

## 9. Mitigating factors/interventions

From the Stats SA 2016 User Satisfaction Survey, the following suggestions to improve Stats SA products and services were captured:

- Information and data to be made available on the website
- Stakeholders prefer to receive data in Excel and PDF format via email or on the website as well as SMS alerts
- More frequent, lower-level geographical data (district and local municipality levels) and up-to-date information is required
- Deploy innovative technologies and online services for data dissemination
- User-friendly and interactive website to enhance accessibility of information

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

- The Stats SA executive committee have nominated a team to develop an integrated communication and stakeholder management strategy, where the first draft is due by end June 2017.
- Stakeholder Relations Management (SRM) will be assessing the current CRM functionality by the end of the current financial year.

## 10. Suggestions/recommendations

The integrated communication, marketing and stakeholder management strategy should be clearly understood by all staff to clarify their roles and responsibilities in the public domain. This will enable the organisation to transform and improve service delivery through Batho Pele principles. Most importantly, the strategy must encapsulate the CRM system, to have a single user database and integrate current user interaction efforts. Provinces and district offices play a significant role in the interaction with various stakeholders at various levels and platforms, and the effectiveness and efficiency of the CRM system cannot be overemphasised. Innovation continues to play a pivotal role in enhancing Stats SA products and services; suggestions from users to have more frequent, low-level and up-to-date data will be possible through digital data collection methodology that is being piloted. Experience gained through the piloted surveys serves as a baseline for surveys and censuses conducted by Stats SA.

## 11. Conclusion

In an expansive organisation such as Stats SA, with a national footprint to district level, it is imperative to have coordinated stakeholder interaction. As part of the public service, serving people with excellence and pride is mandatory; therefore Stats SA employees must understand, appreciate and embrace the role they have to play in implementing the Batho Pele principles. Innovations of statistical products and services using emerging technologies must be aligned to user demands. These new innovations will 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.

For Stats SA to provide timeous statistical information and services at a lower geographical level, collaborations and partnership with other sectors become imperative. The efforts in the end will create a bigger pool of data sources, which will increase statistical products and services that the organisation is disseminating, bringing Stats SA closer to becoming a conduit of trust to all citizens, whenever a decision or intervention has to be made.

## 12. Official sign-off

Champion:

Ms C de Klerk

Chief Director: Strategy

Date: 30 June 2017

Head of the Department:

Dr PJ Lehohla

Statistician-General

Date: 30 June 2017