Service Delivery Improvement
Annual report 2015/16

Statistics
South Africa

The South Africa I know, the home I understand

Statistics South Africa

Annual Service Delivery Improvement Plan

2015/16 – 2017/18

progress report for the period

1 April 2015 to 31 March 2016

Contents

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. Statistics are vital for planning, good governance, policy formulation, monitoring and evaluation, and for decision-making. One of the highlights for Stats SA in 2015/16 was the adoption and implementation of the digital enumeration system using the Computer-assisted Personal Interview (CAPI). CAPI was used for the Citizen Satisfaction Survey (CSS) in KwaZulu-Natal, which measures service delivery in communities. In addition, the initial steps aimed at giving effect to the concept of geo-statistical integration involved the use of digital navigation and mapping tools to capture dwelling points and guide fieldworkers in reaching the sampled dwelling points. Integration with various stakeholders, particularly the respondents, was taken to another level of excellence, considering the time and speed of data collection, and the release of the survey results.

Better statistics and better information lead to better decisions and better policy outcomes. Our long and short history is replete with evidence that such factual basis for decisions is sorely absent or, when present, it is in quantities that are far from adequate, and not able to be used appropriately. The demand for statistical data is substantially high, because policymakers, civil society, business and citizens increasingly use statistics to inform their decisions. This report will cover progress made against targets in the Service Delivery Improvement Plan (SDIP) for the year 2015/16. It highlights progress made in relation to the key services within the organisation, situational analysis, challenges, mitigation factors and recommendations on the way forward. This is all done to ensure proper implementation, monitoring and reporting of the Service Delivery Improvement Plan (SDIP) in Stats SA.

2. Key services

The key services that Stats SA offers include the production of economic, social and population statistics. The Economic Statistics and Population and Social Statistics clusters produce data through censuses and surveys. Censuses are currently conducted every ten years, while normal surveys are run on a monthly, quarterly, annual and periodic basis. Data is disseminated through various platforms, which include social media, the internet, CDs and hardcopy format.

According to the Stats SA Annual Report 2015/16, Stats SA responded to over 96% simple requests, 98% normal requests and 95% special/subject matter requests. Further details are covered under item No. 6: 'Quantity: Current Status and Projected Targets'. The walk-ins (visitors physically coming to Stats SA offices) are covered by Stakeholder Relations and Marketing (SRM); and the provinces.

3. Situational analysis

The situation analysis in the SDIP can be summarised as follows. Emerging areas of importance are also included:

3.1 Economic statistics service delivery environment

Economic statistics has improved the quality of product and service offerings over the past couple of years characterised by consolidation rather than expansion. The following improvements have been implemented:

- Improvement in methodological aspects of surveys spanning seasonal adjustment, deflators, analysis and others;

- Improvements in quality assurances and overall management of surveys (like CPI);

- Identification of problem areas in several surveys such as PPI and the Large Sample Surveys and developing a systematic plan to deal with it.

- Efforts to enhance the relevance of surveys (example, Quarterly Financial Statistics); and

- Implementation of SNA2008.

Notwithstanding these improvements there are several gaps in economic statistics. The highest levels of demand relate to subnational economic data, especially at municipal level; data on the agriculture and services sectors as part of implementation of the SNA2008; and data on the environment as part of SEEA2012 – to inform planning, monitoring and evaluation, and decision-making. The response to additional data demands is a costly exercise and dependent on additional fund allocation. Stats SA aims to mitigate these risks by researching alternative methodological approaches to estimate economic data at lower level as well as investing in administrative records as alternative or secondary data sources.

Gross Domestic Product Expenditure: This priority sees Stats SA embracing for the first time all three sides of the National Accounts with the inclusion of the expenditure side of the GDP, after four years of intense preparations and capacity building. The GDP(E) will be launched in June 2016. This task has always been delivered by the South African Reserve Bank but now has been legitimately transferred to Stats SA. The value add of this project is that the users will now be able to receive all GDP estimates in one publication which adds value to the relevance, accessibility and usability of the data.

Social Accounting Matrix and Growth Accounting Framework: The Social Accounting Matrix and Growth Accounting Framework tools were delivered in November and their applications will aid decision analysis in economic planning, thereby giving the State a better handle on generally monitoring the prospect of economic development in the country. The application of these tools is scheduled to unfold over the next three years, which will contribute to informing the planning process through the integration of vital official and/or national statistics.

3.2 Population and social statistics service delivery environment

The population and social statistics area has increased their product and service offering over the past couple of years. The following improvements have been implemented:

• A Living Conditions Survey was completed in 2015.

• Introduction of a continuous data collection methodology in an effort to streamline the manner in which surveys are organised.

• Merging all labour statistics surveys to improve harmonisation of labour data.

• Releasing census data within 12 months on various platforms.

Notwithstanding these improvements, there are several gaps in population and social statistics. The highest levels of complaints relate to subnational population and social data, especially at municipal level including the frequency at which data becomes available. Other data gaps include statistics on health, education, governance, and gender, to mention a few. The response to additional data demands is a costly exercise and dependent on additional fund allocation.

Stats SA aims to mitigate these risks by introducing a Continuous Population Survey that integrates a number of surveys and allows for dissemination at lower level. In addition, alternative methodological approaches to estimate population and social data at lower level are being researched as well as investing in administrative records as alternative or secondary data sources.

Stats SA has conducted its first ever Citizen Satisfaction Survey (CSS) piloted in KwaZulu-Natal using modern tablet technology. Mounting such a mammoth task of changing technology and addressing new user needs demanded leadership, courage and experience. New survey methodologies have been introduced in the statistics value chain through the introduction of CAPI. This new approach is paperless and makes the interaction with relevant stakeholders very user-friendly. The digital data collection method is anticipated to assist in curbing refusals, as the time enumerators spend in households when conducting interviews is much shorter and more convenient as opposed to those conducted in the past, where they were manually administering long questionnaires. The CSS has

proven that it can be done faster, cheaper and produce better quality. We have dropped our costs from a R2 000 per household operation to a R400 per household operation and it is now possible to even drop further to a R200 per household operation. The next step is conducting a national citizen satisfaction survey in the remaining provinces.

Stats SA will be conducting a Community Survey (CS) during 2016, which is a large-scale household survey undertaken to collect demographic and socio-economic data. CS 2016 will provide a population count and number of households at municipal level. CS 2016 will be undertaken in all 103 576 enumeration areas of the country. The survey will be conducted utilising mobile technology in the form of tablets, i.e. electronic questionnaire completion and real-time data processing. This business model will ensure that the CS 2016 is bigger, better, faster and cheaper.

3.3 Statistical services, support and advice

Stats SA has implemented the international Special Data Dissemination Standard (SDDS) for timeliness and frequency of statistical information. All releases that are listed as part of the SDDS requirements have been published on time according to the release schedule. Release times and dates have been made available on the website. In addition to the SDDS (which adheres to best statistical and methodological practices internationally), the organisation has also implemented the South African Statistical Quality Assessment Framework (SASQAF) to ensure quality and harmonisation of high-quality standards nationally for statistical releases and reports. SASQAF assessment is done both within the organisation and in some of the government departments.

Internally, despite efforts made to improve tracking and monitoring interactions with stakeholders, what still remains as a challenge is the optimal use of the Customer Relations Management (CRM) system. Externally, in an attempt to remain prompt and to ensure service excellence, Stats SA has revamped its website and extended its products line on the Mobi and Roambi platforms for easy use and to increase speed when seeking and downloading the required information. As a result of application upgrades, response times and availability have improved significantly. According to the Stats SA 2015/16 User Satisfaction Survey, the following were achieved:

Overall User Satisfaction per platform (%)
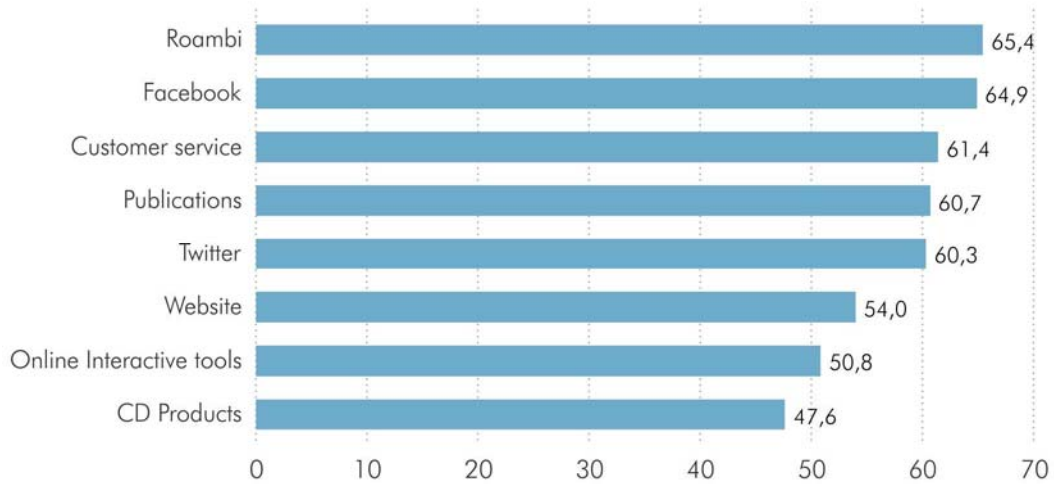
The users of the Roambi iPad App were the most satisfied, as indicated by 65,4% of respondents who used the application. This number is closely followed by 64,9% of followers on Facebook. The lowest satisfaction rate (47,6%) was experienced by users of CD products.

4. Problem statement

The changing policy environment at national, continental and international level is increasing the demand for statistical information to advance planning, monitoring, evaluation, policy development and decision-making.

The increased demand for statistical information 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;

- 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:
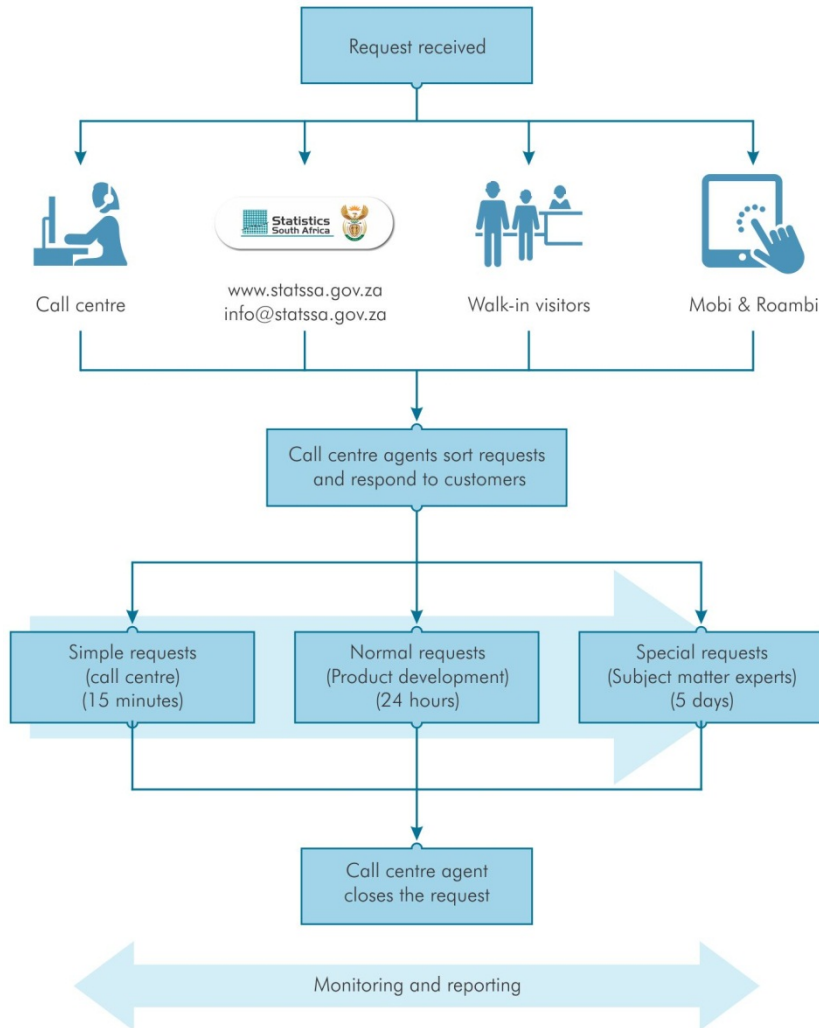
6. Quantity: Current status and projected targets

Key service	Service beneficiary	Current standard		Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Produce economic, social and population statistics	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	**Quantity** The CRM system was improved in 2014/15 and is now functional, resulting in 1 383 requests being handled within 15 mins (97,4%), 3 192 within 24 hours (90,8%) and approximately 400 requests being handled within 5 days (90%)	**Simple requests[1]** 95% of incoming requests responded to within 15 minutes **Normal requests[2]** 90% of incoming requests responded to within 24 hours	**Simple requests** 95% of incoming requests logged on CRM system in real time and handled within 15 minutes **Normal requests** 90% of incoming requests logged on CRM system in real time; 85% will be responded to within 24 hours	**Simple requests** 100% of requests were captured on time 2 336 requests were received and 2 254 were responded to within 15 minutes (96,5%) **Normal requests** 100% of requests were captured on time 2 403 normal requests were received and 2 362 were responded to within 24 hours (98,3%)

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[1] One-figure requests, e.g. the total number of people in Tshwane or the CPI figure

[2] Information from a publication or the creation of a simple table, e.g. what is the population breakdown by gender

6. Quantity: Current status and projected targets (concluded)

Key service	Service beneficiary	Current standard		Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Produce economic, social and population statistics	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	**Quantity** The CRM system was upgraded in September 2012, resulting in 662 requests being handled within 24 hours (100%) and 928 requests being handled within 5 days (90%)	**Special requests**[3] 90% of incoming requests responded to within 5 days **Subject matter requests** 90% of incoming requests responded to within 5 days	**Special requests** 90% of incoming requests logged on CRM system in real time; 75% will be responded to within 5 days **Subject matter requests** 90% of incoming requests logged on CRM system in real time; 75% will be responded to within 5 days	**Special requests** 100% of requests were captured on time 250 enquiries were received and 238 were handled within 5 days (95,2%) **Subject matter** 100% of requests were captured on time 93,4% of requests were responded to within 5 days

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[3] Information requiring the creation of several tables (different variables for a number of areas)

7. Quality

7.1 Current professional standards, projected targets and actual performance

Key service	Service beneficiary	Current standard		Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Produce economic, social and population statistics	**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	**Quality** *(statistical standards)*	**Professional standards** Comply with South African Statistical Quality Framework (SASQAF) Published surveys with an average response rate of 85%	**Professional standards:** 2 assessments against SASQAF Publish surveys with an average response rate of 85%	**Professional standards:** Compiled 1 quality statement for the GHS. A quality statement for the DTS in in progress **Economic surveys:** • STI and LSS: 90,4% • GFS: 99% • PPI: 99,3% **Population and Social Statistics surveys:** • QES: 91,1% • QLFS: 90,1%

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	**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	Conduct 10 stakeholder workshops (each per province)	10 statistical interactive consultation workshops and revisits based on stakeholder needs	37 statistical interactive workshops were held countrywide. The number of workshops increased versus other years due to legislative reform and dissemination of CS2016 publicity
			Conduct annual User Satisfaction Survey	Annual User Satisfaction Survey	Conducted the User Satisfaction Survey in March 2016 and compiled the report in April 2016

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	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	Access	Visitor sessions to website: 1 319 139 Publications downloaded from the website: 619 819 Technical applications for statistical products: developed ROAMBI applications for 27 series Personal visits to Head Office and provinces: 1 748	Visitor sessions to website: 1 000 000 Publications downloaded from the website: 150 000 Expand ROAMBI applications for 5 series Personal visits: 1 500 to Stats SA offices	Visitor sessions to website: 955 929 Publications downloaded from the website: 124 147 Due to reporting system constraints in Q2 and Q3 206 series were updated on the system 1 065 personal visits to Head Office and Provinces

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	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	Visit rural areas in 9 provinces particularly for publicity of surveys	Visit 9 rural areas for dissemination of statistics	Visited 24 rural areas for dissemination of statistics. Publicity for a number of surveys was continuous in rural areas during the year
			Skilled staff in interacting with respondents and stakeholders	Train frontline staff (reception) at national and provincial levels	No training for frontline staff (reception) was reported
		Information	Statistical information is published according to the release schedule	Publish statistical releases timeously	Published 89% of statistical releases as per the release schedule
		Openness and transparency	Publish metadata with statistical releases on a monthly, quarterly and annual basis	Publish metadata with statistical releases on a monthly, quarterly and annual basis (Population and Social Statistics)	100% releases from Population and Social Statistics Clusters were published with metadata

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	**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	Published relevant information aligned to user needs Additional themes added during 2014/15 included the Millennium Development Goals (MDGs), Modes of transport, Household service delivery, Agricultural Stats, Natural Environment, Statistical Symposium page and the 10th ASSD page	Expand statistical products available on the website: • Articles • GDP expenditure approach • CS results at municipal level • IES	Statistical products available on the website were expanded through published articles

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	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	Internally: Tips for Pali (Statistician-General) Externally: National, provincial and local structures; Civil society; Businesses; Academic institutions; Media 2014/15: Held 42 stakeholder interactions on: MDGs, CS2016 and IDPs Economic Development (SALGA), ISIbalo and 93 Maths4Stats workshops	Ensure that the platform is operational and functional Consultations with municipalities , schools, governments, civil societies and traditional authorities	The platform is operational and functional SG responded to emails received • 86 training sessions were conducted as follows: Maths4Stats: 49 Scross/Sweb: 22 NCOS: 3 SASQAF: 10 Data Collection: 2 • Statistical support was provided to 6 SANSS partners • 5 assessments/ data inventory reports were compiled

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	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	No training was done with the media, but 34 press conferences were held	Training media in other products	Conducted 1 media training session nationally
		Value for money	Increase the use of statistical information to make informed decisions	Increased use of statistical information through a number of official statistical releases published and downloads from the website	Published 264 statistical releases

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

Key service	Service beneficiary	Batho Pele	Current standard	Desired standard 2015/16 (Year 1)	Actual performance 2015/16 (Year 1)
Provide statistical information	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	Human resources	Staff complement of 3 215	3 250	3 197 (89,5%) filled
		Costs	Total budget: R2 245 billion	R2 323 billion	R2 274 billion (98%)
		Time	Statistical information is published according to the release schedule: Actual: 89% during 2014/15	Statistical information according to the release schedule	Published 18 (7%) releases later than scheduled due to data quality challenges with other departments

8. Challenges/gaps

One of the main challenges with stakeholders is around communication, which is currently fragmented, because Stats SA does not have a common communication strategy. Different clusters communicate and do publicity their own way depending on their needs.

The functionality of the CRM system has also been a challenge in general for some time within the organisation. The main problem lies with ownership of the system, which affects implementation and reporting.

9. Mitigation factors/interventions

According to the Stats SA 2015 User Satisfaction Survey, the following actions were suggested for improvement:

- Continuous communication or updates on releases from Stats SA

- More data dissemination and training

- More responsive (quicker turn-around times), accessible (telephonically) and knowledgeable officials

- More user-friendly, less complicated/complex and interactive website where information can be found easily

- Timeous dissemination of data, lower level of data dissemination and integrated data that are inclusive of other major suppliers of data (mostly government departments)

- Users preferred that data dissemination be done by means of email, SMS and data in Excel

Stats SA has to finalise the integrated communication, marketing and stakeholder management strategy. This will assist in structuring and reviewing various communication and stakeholder interaction plans by a number of divisions within the organisation. This strategy must have clear targets and timelines which will be monitored and reviewed by the relevant authority.

10. Suggestions/recommendations

The integrated communication, marketing and stakeholder management strategy must position the organisation in the public, based on a clear understanding by all staff of the role they have to play in the transformation of service delivery, which revolves around the Batho Pele Principles. Most importantly, the communication, marketing and stakeholder management strategy must encapsulate the digital enumeration systems, as it is the new direction in which the organisation has positioned itself. 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 interaction with various stakeholders, and the Citizen Satisfaction Survey has demonstrated this in the adoption of digital data collection. This experience is going to serve as a baseline for future surveys conducted by Stats SA.

11. Conclusion

Serving people with excellence and pride is mandatory. All employees of Stats SA must understand, appreciate and embrace the role they have to play in implementing the Batho Pele Principles. Proper service delivery, treating all with respect and using government resources appropriately are the responsibility of all citizens, but particularly the Civil Service as the main government driver in implementing the country's mandate and fulfilling the welfare of South Africans and all those who live in it. As the organisation embarks on the journey towards technological aptitude, more resources have to be explored and more training needs to be done to improve the quality of official statistics and relations with various stakeholders countrywide. One of the pillars for a conduit of trust in official statistics is built on collaboration and partnerships with a number of stakeholders. In the end, this process will create a conducive environment for all the parties involved in delivering the mandate of Stats SA to the best of its ability.

12. Official sign-off

Champion:

Ms C de Klerk

Chief Director: Strategy

Date: 30 June 2016

Head of the Department:

Dr. PJ Lehohla

Statistician-General

Date: 30 June 2016