



Service Delivery Improvement Plan
2015/16 – 2017/18

Preview

Stats SA undertook a review of the Service Delivery Improvement plan (SDIP) in line with the requirements of the Public Service Regulation, 2001. This SDIP is compiled for the period 2015/16 – 2017/18.

The preparatory work included:

Strategy review: Stats SA conducted a strategy review during 2014 to assess how well the organisation has performed, focusing both on the internal and external environment.

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. A National Stakeholder Symposia was hosted in June 2014 to better understand statistical best practice on the one hand, and stakeholder needs on the other. Stats SA conducted the annual user satisfaction survey in March 2015 to gather information about the organisation, our products and services offered to users and the public. An internal survey on the application of Batho Pele principles in the working environment was also conducted in June 2015 amongst senior management. There is a plan to run the same survey to all other levels and external stakeholders in future.

SDIP formulation: Following the strategy review and 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) forms the basis of the SDIP (2015/16 – 2017/18). The results of the stakeholder engagements have been used to inform the formulation of the SDIP.

The SDIP team consists of the following members:

Members	Designation	Role
Celia de Klerk Mantikoane Lelosa Lucky Ncube	EM: Strategy	Champion of the SDIP
Annette Myburgh	EM: Programme Office	MPAT coordinator
Arul Naidoo	EM: Stakeholder Relations and Marketing	Direct interface with stakeholders
Phillip Lesame	EM: Provincial coordination	Direct interface with stakeholders at provincial and local level
Trevor Oosterwyk	EM: Communications	Interface with the public and the media
Bruce Jooste	EM: Corporate Governance	Public service ethics
Harry Thema	EM: South African National Statistics System (SANSS)	Statistical services, support and advice to organs of state Advocacy in the SANSS

Names of stakeholders consulted¹.

¹ More than 1000 stakeholders were consulted and will not be listed in the SDIP. A list of names can be provided on request.

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Annexures:

Stats SA Charter

Stats SA Service Standards

Stats SA Service Delivery Improvement Plan Survey on the: Batho Pelo Principles 2015

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. Stats SA provides statistical support and advice to both public and private entities across the country by adhering to national and international acclaimed statistical methodologies and practices. As part of promoting effective service delivery, Stats SA offers its data freely to all stakeholders.

Statistics are vital for planning, good governance, policy formulation, monitoring and evaluation, and for decision-making. Most importantly Stats SA continues to cultivate a culture of empowering partnerships by putting people first inside and outside the organisation and ensuring appreciation and use of official statistics by all stakeholders.

Vision 2030, as outlined in the NDP states that "If we are to address the triple challenges of poverty, inequality and unemployment, a state is needed that is capable of playing a transformative and developmental role. This requires well run and effectively coordinated state institutions, staffed by skilled public servants who are committed to the public good and capable of delivering consistently, high quality services for all South Africans, while prioritising the nation's developmental objectives."

The MTSF further states that improvements in service delivery have to be complemented by effective accountability to citizens. The responsiveness of the public service to citizens and stakeholders will be improved through revitalisation of the Batho Pele Programme and implementation of the Public Service Charter.

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'. It is therefore critical to note that the SDIP, in line with the strategic plan, aims to meet statistical needs of stakeholders and to identify areas that need improvement in order to serve all stakeholders with integrity and excellence.

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 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 the National Planning Commission. 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 return 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.

6. Regulatory environment

The SDIP is a compulsory document in terms of the Public Service Regulations (PSR), 2001.

- According to the PSR (Part III.C.1) – an executing authority shall establish and sustain a service delivery improvement plan for his or her department; and
- According to the PSR (Part III.C.2) – the executing authority shall publish an annual statement of public service commitment which will set out the department's service standards that citizens and service beneficiaries can expect and which will serve to explain how the department will meet each of the standards.

The White Paper on the Transformation of Service Delivery (Batho Pele), 1997 states in paragraph 7.1.2 that HODs are responsible for SDIPs and that this responsibility should be clearly assigned to a person or group of people, accountable directly to the HOD. Paragraph 7.1.5 states that the relevant Minister/MEC/executing authority must approve the department's SDIP, and that a copy of the approved document must be sent to the DPSA to inform its yearly progress report to Parliament.

7. Statistical information services

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high quality, objective, reliable and responsive statistical products and services. Stats SA provides a wide range of statistical information on economic and social matters to government, business and the community in general. The statistics are released in publications, reports and other digital products using the website. Stats SA's commitment to improved service delivery is described below.

Information service

User Information Services is the first point of direct contact with our customers. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff is trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to provide 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.

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.

Stats SA's Website

Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at www.statssa.gov.za. Statistical information is placed on the website at the exact time of release, so as to ensure that everyone has equal access to information.

Personal visits

Customers can personally visit Head Office or any provincial Stats SA office to obtain access to statistical products and services. In addition, Head Office provides a library facility to users. This facility is mainly used for research purposes.

Consultation

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, interactions with suppliers and users of information are becoming more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys are communicated in a way that is well understood by users and that meets their information needs. Stats SA annually conducts stakeholder workshops, combining training and information sharing about economic and social statistical data products. Stats SA participates in local, provincial and national exhibitions in an effort to increase awareness of statistical products.

Openness and transparency

Stats SA has a catalogue of its reports and releases which is available in hard copy as well as on the website. In addition, the website advertises releases planned for the forthcoming week as well as all releases planned for the quarter. The weekly schedule indicates the specific time that the statistics will be released. The introduction of SASQAF will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

8. Stakeholders and Service beneficiaries

Stats SA embarked on a process to identify its internal and external stakeholders to better understand their roles and needs within the organisation and society. As part of analysing stakeholder needs, a segmentation of data users has been defined to guide product development, dissemination channels and specialised statistical products and services.

8.1 Internal stakeholders

- Minister: The Minister in the Presidency: Planning, Monitoring and Evaluation
- Statistician-General: The Head of Statistics South Africa and the National Statistics System – responsible for certifying statistics as official in South Africa
- Management: Manages the statistical production and dissemination process
- Professionals: Plan, analyse and compile statistical releases for dissemination
- General staff: Collect, process and edit data
- Support staff: Provide governance and administrative support to the core business areas

8.2 External stakeholders

Stats SA interacts with a range of stakeholders from whom information is collected, and to whom information is supplied. Our key stakeholders include:

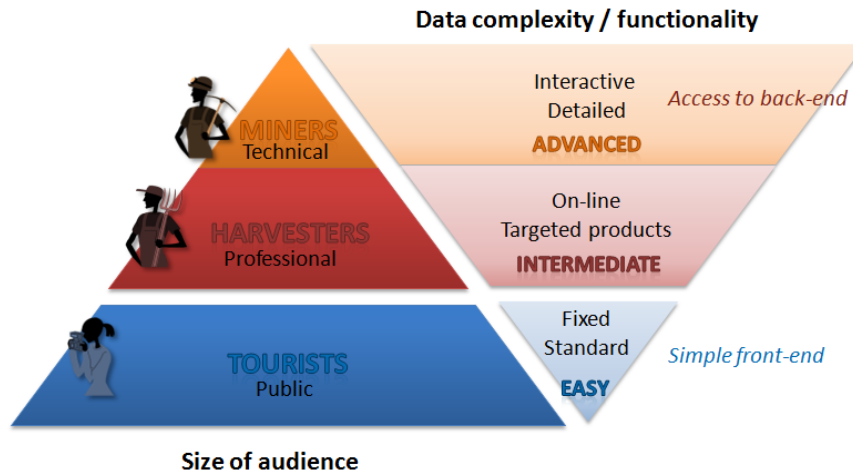
- *Government:* National, Provincial and Local government use statistical information to inform planning, policy development and to measure the impact of government programmes on economic and social development. Government is both a major user and a major supplier of data. There is a growing need for accurate statistical information at local government level. Except for the population census information, most of the statistical information produced by Stats SA is at national and provincial level. The challenge for Stats SA is to develop alternative strategies with its NSS partners to meet this growing demand for small area statistics.

- *The public:* The public is mainly interested in basic information on the economy and society, such as economic growth, employment, inflation, and population dynamics. This information is largely communicated through the media. The Stats SA strategy strives to inspire confidence in the quality of these key measurements. The public also provides data through household survey collections and the census. The challenge for Stats SA is to promote its information outputs to the general public in a manner that inspires them to participate willingly in household surveys.
- *The media:* The media plays an important role in the publication of statistical information, both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role-players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- *Private sector:* The business community shares similar interests in quantitative information, and in principle, all economic variables are potential subjects for comparison. Important indicators include employment and unemployment, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- *The academic sector:* The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data is generated and what the data shows over time. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics among students. The academic sector can also in future partner with local government to produce quality statistical information.
- *Parliamentarians:* Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the government of the day. Researchers in parliament conduct research to obtain information on behalf of the political parties. The Parliament library collects and files political and national information that can be used by parliamentarians and visiting international delegates.

- *Non-governmental organisations (NGOs):* NGOs monitor the government's progress in many areas such as sustainable development and providing service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.
- *Constitutional institutions and major public entities:* Constitutional institutions (such as the Commission on Gender Equality, and the Financial and Fiscal Commission) ensure that the major elements of the Constitution are followed throughout the country. Major public entities work with government to provide infrastructure, service delivery and information at national level (e.g. Eskom, Telkom, museums).
- *Foreign and international bodies:* Official statistical information is an essential basis for mutual knowledge, comparison and trade amongst countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF and ILO. Stats SA is the national coordinator for the compilation of the MDG report. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

8.3 Segmentation by data needs

This is a novel segmentation method which centrally focuses on the gradual use and request of data. It also takes into consideration the data requests and usage patterns from once-off to daily use. This segmentation technique also captures the extent of technical statistical support required to service stakeholders' data requests. From the five segments described below, it is important to note that data users can migrate from one segment to another by simply changing their data usage behaviour.



Tourists

Tourist stakeholders represent the individuals and organisations that use Stats SA data sparingly on an ad-hoc basis, and it usually involves a small amount of data limited to one figure (key indicator). The nature of the data can be obtained by way of a simple call or website visit. This is by far the biggest stakeholder segment because it encompasses the general public and especially once-off contacts or data requests.

Harvesters

Harvesters are stakeholders who portray an established routine, and an appetite for specific data product offerings which are released seasonally. Stakeholders who regularly attend scheduled Stats SA stakeholder workshops are also considered harvesters.

Miners/Drillers

This segment of stakeholders depicts those individuals and organisations that need a more in-depth focused data product offering. The demand for data is more frequent than seasonal. So the nature of the data request is elaborate and comprehensive, including the background methods and statistical theoretical basis used to produce the data. Drillers typically would request unpackaged data that require the competence of Stats SA core subject specialists. Another characteristic of drillers is that their requests and engagements with Stats SA and its data products can be expressed for a specific range of time, depending on the project undertaken.

These stakeholders rely on Stats SA data as inputs to their business and organisational core function. Typically, these stakeholders mine Stats SA data down to its most basic form (raw data) as much as possible in order to conduct complex data analysis. The type of data requests involves entire datasets, unprocessed data. One key characteristic is that miners are established users of Stats SA data. These stakeholders are experts in their fields and enjoy manipulating raw data.

MARKET GROUP	DESCRIPTION	COMMUNICATION PROFILE	TYPE OF PRODUCT
 MINERS Analysts Statisticians Researchers	Specialist consumers Information professionals, technical people: detailed self services	Academic / statistical language Channels: Internet	ADVANCED Interactive user defined tools Detailed methodological guides
 HARVESTERS Researchers & academics Business & NGOs Government, Parliament Educators & schools	Specific consumers Key target groups / clients professionals: simple self services target specific products	Context / application specific Channels: Internet, Print media	INTERMEDIATE User-friendly interactive products Pre-generated products for specific need
 TOURISTS General public, Community users & CBOs Learners	General consumers Ad hoc users basic statistics: user service	11 official languages Channels: Cell / smart phone Radio & TV Print media	BASIC Simple, easy to understand standardised info e.g. graphic visualisation Statistical stories
 MEDIA Mainstream Social media	Educate mainstream media as communicators Make data freely available social media for e.g. data- and map mashing, google data etc.		

9. Situational analysis

Stats SA undertook an internal and external assessment of statistical information to stakeholders in order to identify the strengths and weaknesses in the internal environment to respond to the needs of users as well as the opportunities and threats in the external environment.

9.1 Economic statistics service delivery environment

There are several areas where economic statistics has improved over the past couple of years. This is not so much in the number of offerings, as it has been in the improvement in the quality of offerings. Economic statistics has been characterized 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)
- Partial implementation of SNA2008

Notwithstanding these improvements there are several gaps in economic statistics. The highest levels of complaints 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.

9.2 Population and social statistics service delivery environment

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

- A Living Conditions Survey was launched in 2014.
- 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 which 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 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 a 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.

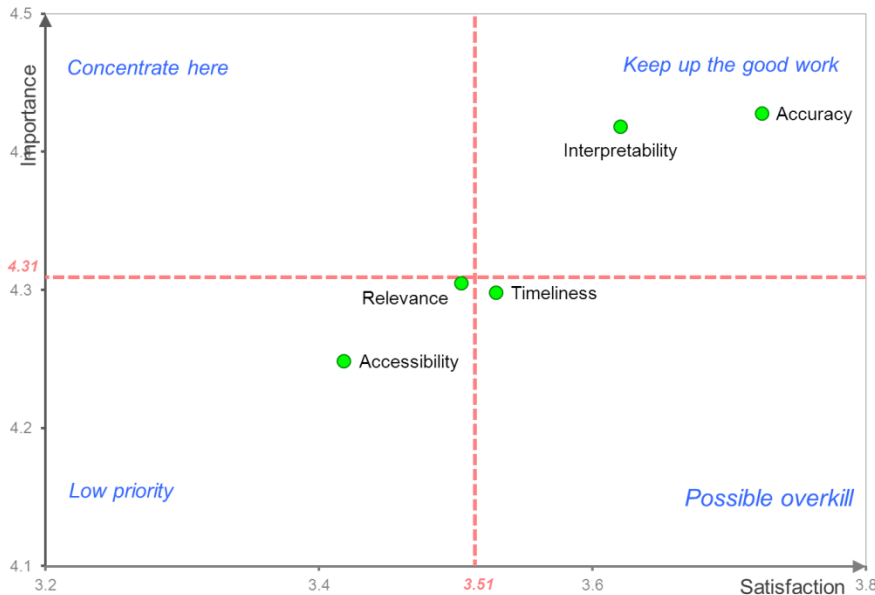
9.3 Statistical services, support and advice

Stats SA conducted a user satisfaction survey in March 2015 for financial year 2014/15. The results of the survey provide information on how well Stats SA performed in terms of access, service standards and consultations. Users were asked to rate up to 56 Stats SA product and service attributes in terms of (1) the level of importance of each attribute to the user (which provides an indication of expectation), and (2) the level of satisfaction the user derived in terms of each attribute. The overall satisfaction index (SI) for all products and services was 70.3%. The survey revealed the following findings:

- The majority of respondents work in the private sector and national government. Respondents made predominantly use of economic, population and social statistics by requesting statistical releases, key indicators and data sets.
- The overall user satisfaction index (SI) for all products and services in 2014/15 is 70.3%. This is a drop from 77.0% measured in last year's survey. CD products recorded the largest year-on-year SI decline of 10.2 points falling from 75.1% to 64.9%. The attribute with the lowest satisfaction index rating was the "Ease of obtaining CD products".
- The following three products and services - publications, Twitter handle and customer service - scored above the survey average SI of 70.3%. No product or service reached the ideal user satisfaction score of 75%.
- Publications recorded for the second year running the highest user satisfaction ratings of 73.1% out of all products and services studied with the "Accuracy of information" attribute receiving the second highest SI of 76.0%.
- The website remains the most popular platform to search for Stats SA data even though data users attributed it a 69.6% SI rating because of data accessibility challenges.
- Modern and recent social media platforms such as Stats SA's Twitter and Facebook accounts (in use by Stats SA since 2010), were rated for the first time and they recorded satisfaction ratings of 71.3% and 69.8% respectively.
- Overall in terms of dimensions of data quality, users are satisfied with the accuracy and interpretability of data. However, the accessibility, timeliness and relevance dimensions have been flagged as needing much attention to satisfy data users.

- The Gap analysis revealed that the website and customer service recorded the largest importance-satisfaction gaps according to data users' experience. Accessibility and relevance were the chief contributors to this large gap.
- This year's addition of the attribute "level of geography" to enrich the relevance quality dimension, revealed that users were poorly satisfied with the geography level of the data offered. The level of geography attribute across products and services studied was rated second lowest in terms of user satisfaction following the accessibility attributes.

The following diagramme demonstrates the Importance-Satisfaction matrix for all 56 attributes dimensions of data quality



9.4 Batho Pele Principles

Consultation:

Stats SA conducts annual workshops across the country using official statistical data from various surveys, advocating the use of data for planning, reporting and monitoring of service delivery and assisting municipalities to use data for the development of Integrated Development Plans (IDPs). During 2014/15 these consultations included hosting national *ISibalo* workshops where a number of stakeholders from various sectors - public and private -convened to discuss and share ideas on the use of official statistical data.

Stats SA also conducts the annual User Satisfaction Survey (USS) to assess the areas of concern and contentment. The top three areas for improvement in the 2014/15 USS were:

- Customer service: which requires quicker turn-around times and knowledgeable officials;
- Relevance of information: which needs timeous dissemination of data, lower level of data dissemination (relevant to their living and working circumstances) and integrated data that is inclusive of other major suppliers of data;
- Accessibility of data respondents suggested a more user friendly, less complicated/complex and interactive website where information can be easily accessed.

Access:

Access to information at various levels to different stakeholders remains a key priority. Various means have been explored to enhance accessibility. This included the use of mobile data access platforms such as the ROAMBI (*roaming mobile device*) iPad application and MOBI (*mobile friendly version of Stats SA's website*); the use of social media platforms (Stats SA Facebook page and Twitter account), revamping of the website (*Umkhanyakude project*) and the extensive use of interactive data tools such as SuperCROSS, SuperWEB, Nesstar, and PxWEB. Moreover, demonstration sessions on the use of the above interactive tools were offered at provincial and national level to data users to enable greater access to data. In general during 2014/15, a total of 378 630 Stats SA publications were downloaded from Stats SA's website.

Courtesy:

Stats SA has embarked on a journey of continuously interacting with stakeholders to keep them abreast of developments around indicators in their respective areas. This takes place through re-visits where Stats SA employees discuss key findings derived from various data sources to assist stakeholders to use data in planning, monitoring, policy development and decision-making. Data

from various surveys and censuses forms an important baseline as it provides information to the lowest local level.

Information:

All citizens within the country, according to the constitution, are entitled to information especially the ones in the public domain. Similar to any other government department, Stats SA uses different platforms to disseminate their products, e.g. websites, telephonic and personal visits to all provincial offices.

Dissemination workshops are conducted to inform data users at district, provincial and national level across all sectors of society about Stats SA data products and services. These workshops enable the use of data for research, planning, reporting and monitoring of service delivery, and assisting municipalities to use data for the development of Integrated Development Plans (IDPs). During these consultations a number of stakeholders from various sectors - public and private – convene to discuss and share ideas on the use of official statistical data.

Openness and transparency.

In order to ensure openness and transparency in relation to statistical products, monthly, quarterly and annual releases are published with metadata mainly in Social and Populations Statistics (*which explains all the variables included in a particular set of data*). 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 our 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*”.

Value for money:

Stats SA plans, over the medium term, to further increase the use of statistical information by assisting and training various stakeholders to make informed decisions when using data. The organisation has embarked on a number of initiatives to improve its survey operations in the field to ensure operational efficiency and increased value for money.

9.5 The mitigation strategies

Improve accessibility to data:

- (i) Provide data access training programmes for external stakeholders to make optimal use of the data repository on the website and interactive data tools.
- (ii) Review the website's accessibility of data in terms of navigation, search functions and content organisation.

Elevate customer service level:

- (iii) The speed of response and the channel to access the right official should be significantly improved to restore confidence in data users.
- (iv) Personalise the communication of data and information to data users. The spectrum of data users is wide and ranges from novices to experts in the field of statistics. A segmentation of data users' needs is fundamental to better serve them. This means Stats SA needs to have good knowledge of who its data users are in order to determine their needs.

Expand the relevance of data:

- (v) Expand the body of statistics in compliance with SASQAF framework.
- (vi) Produce and disseminate more data at lower levels of geography.
- (vii) Expand the level of detail of the data that is disseminated.

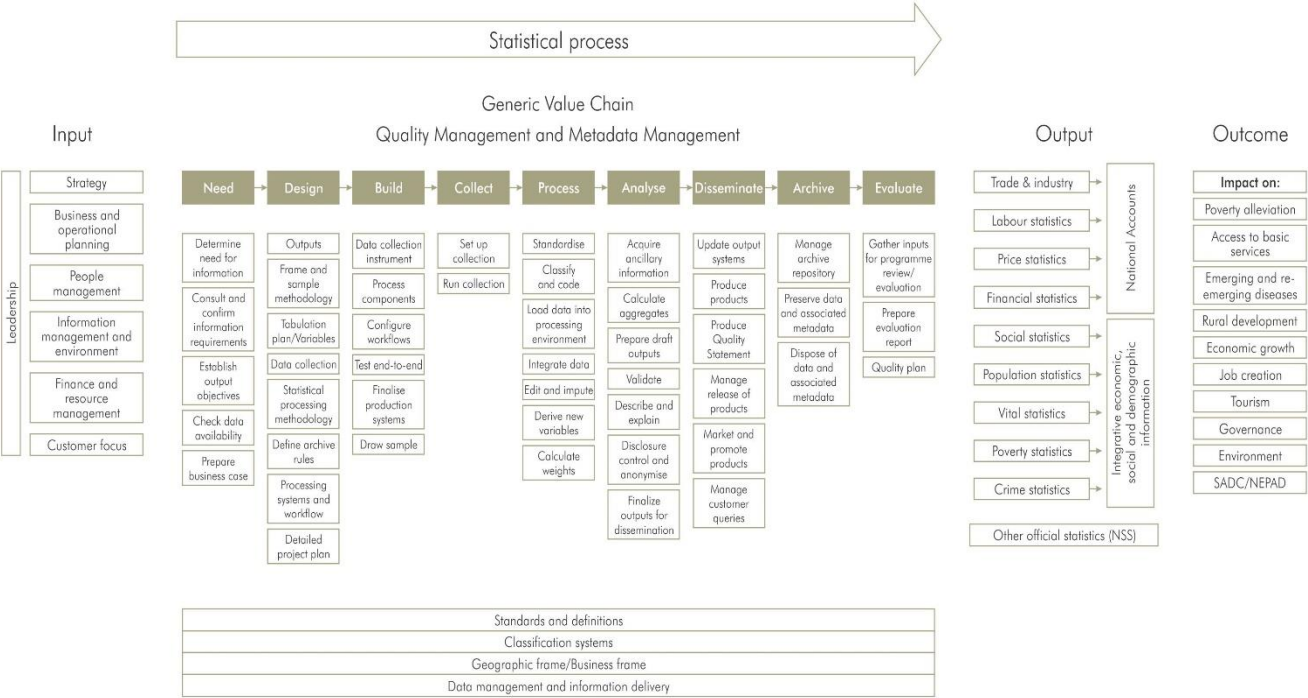
Most of the issues and challenges in the internal and external environment have been identified as part of the organisational strategic planning process and therefore are being addressed through the organisational strategy for 2015/16–2019/20.

10. List of services

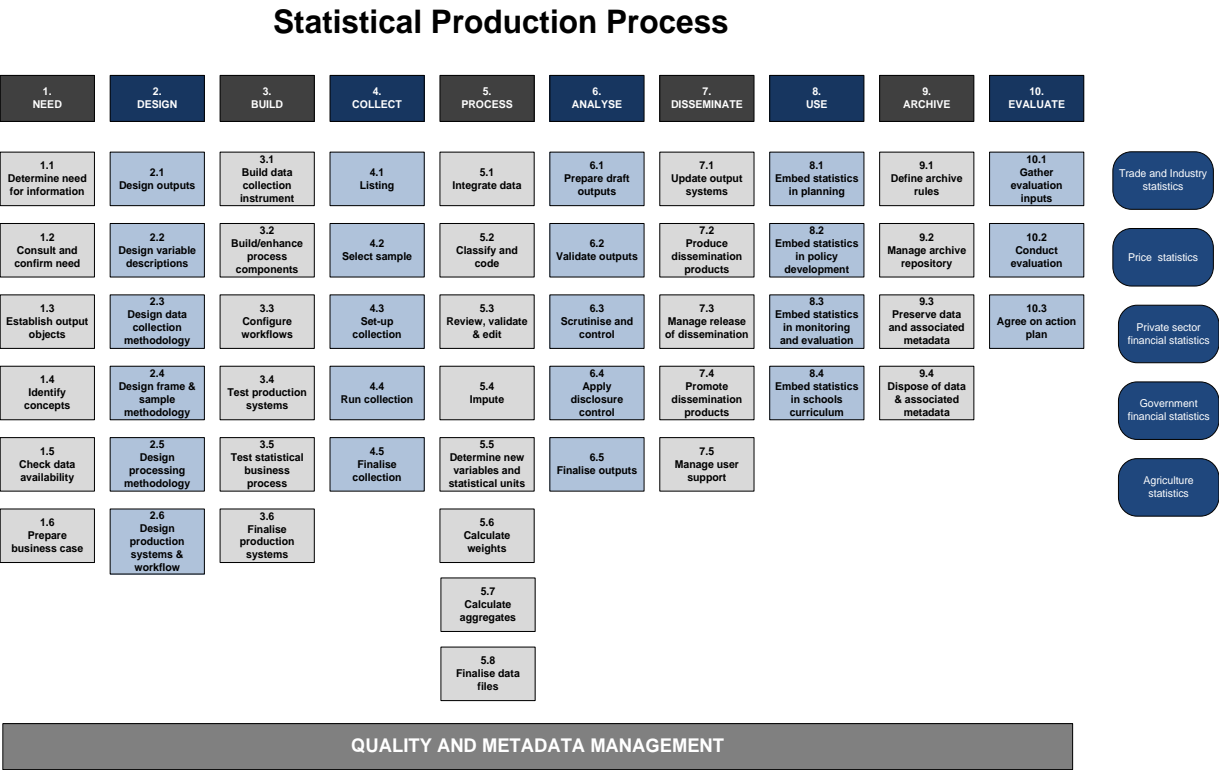
- Economic statistics
- Population and social statistics
- Statistical services, support and advice

11. Value chain, process maps and process flow

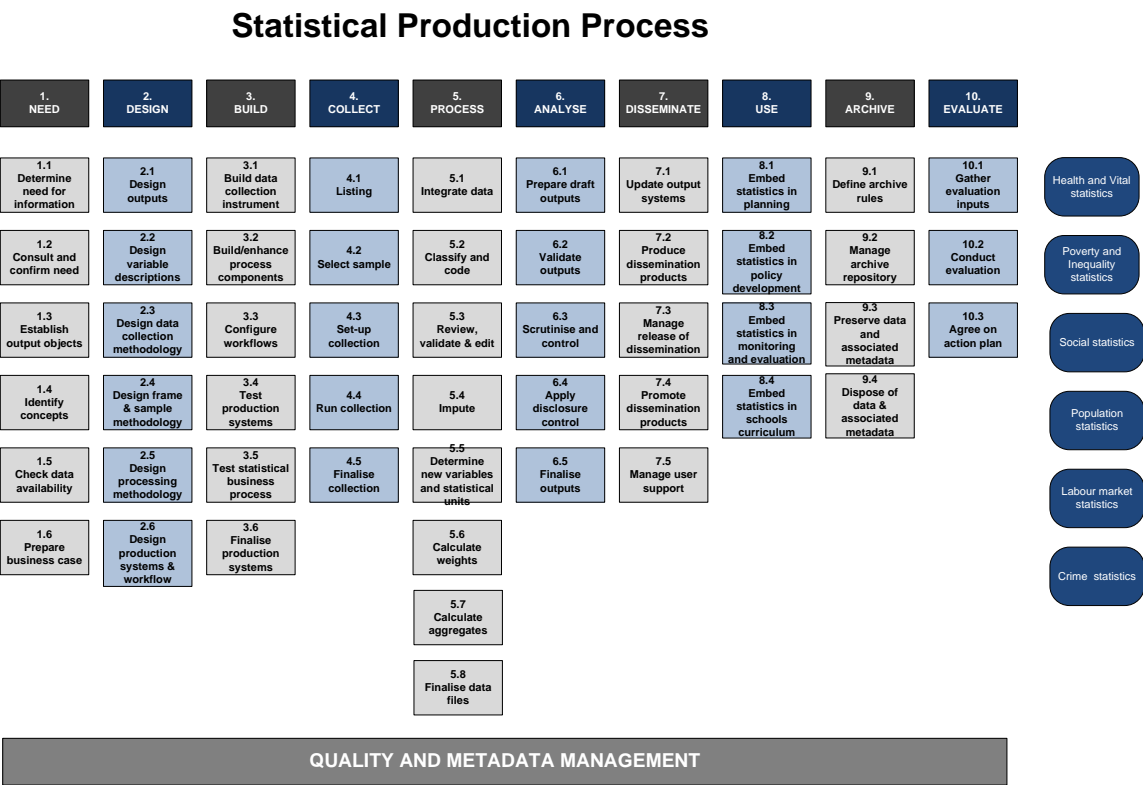
11.1 Stats SA value chain



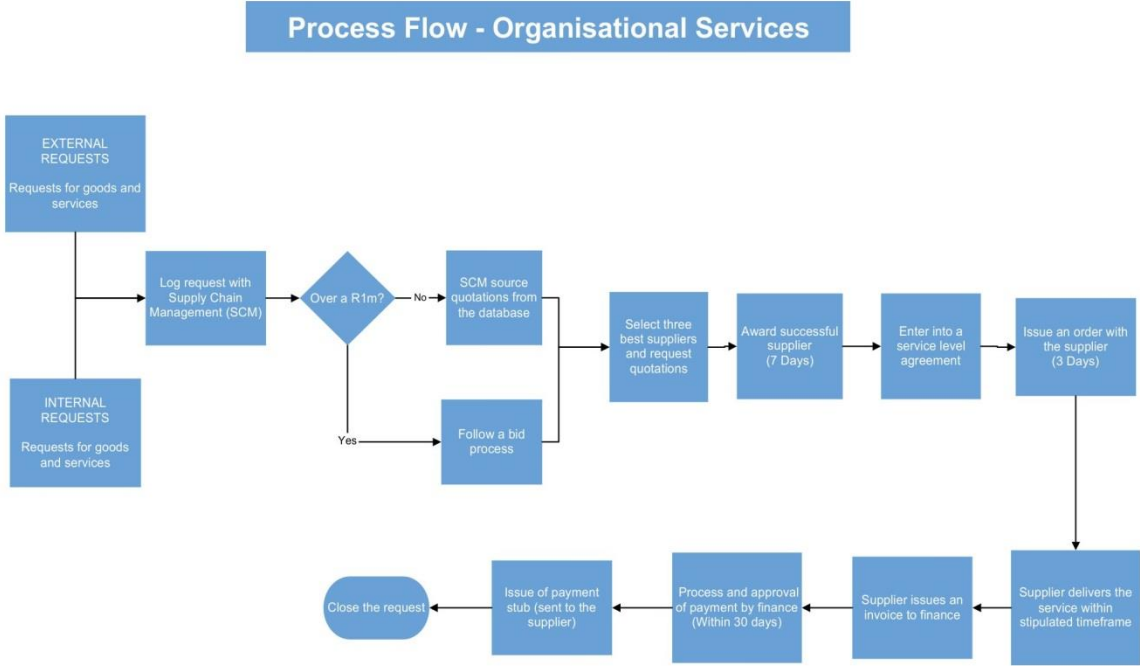
11.2 Process map: Economic statistics production



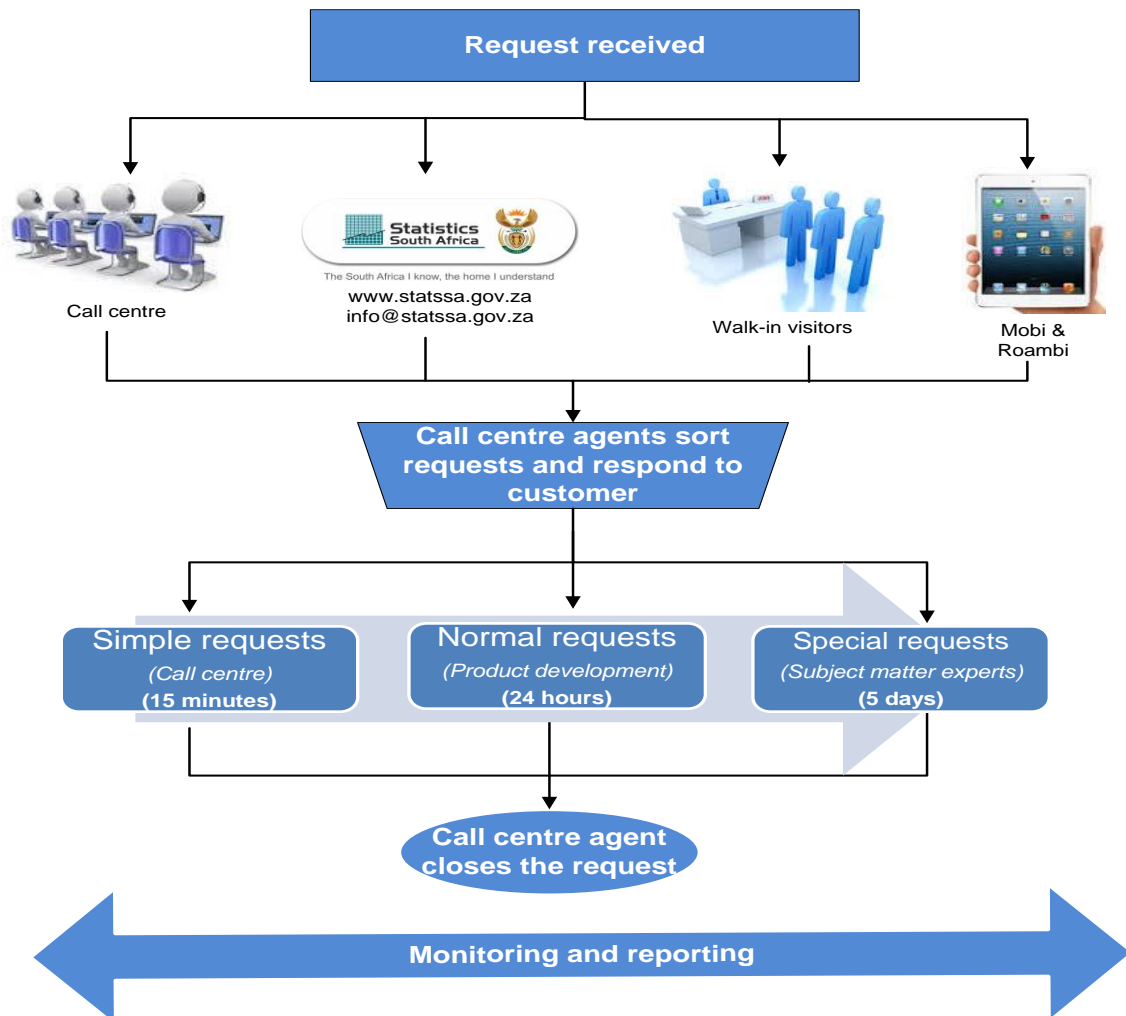
11.3 Process map: Population and Social statistics production



11.4 Process map: Statistical services, support and advice

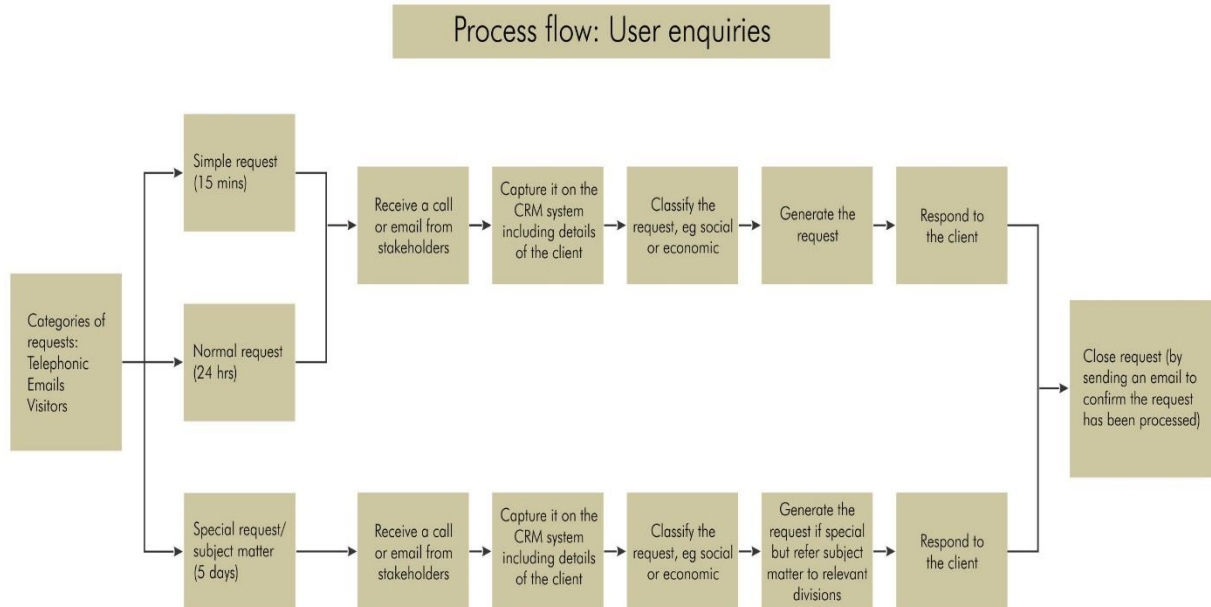


11.5 Process mapping: User requests received for all services



11.6 Process flow

User enquiries for Economics Statistics, Population and Social statistics, and Statistical services



11.7 Unit costing

Unit	Resource	Cost/man-hours	Role
Call centre			
• Tier 1: Call centre agents	3 Professionals – level 8 1 Professional – level 10	3*2 120 = 6 360 h 1* 2 120 = 2 120 h	Handling simple and normal requests on a full-time basis
• Tier 2: Product development	1 Professional – level 9 1 Specialist – level 13	1* 2 120 = 2 120 h 1* 2 120 = 2 120 h	Handling some of the normal and special requests on a full-time basis
• Tier 3: Subject matter experts	Subject matter experts from all survey areas, mainly levels 11 to 14	2*53 = 106 man-hours per subject matter expert	Handling special (technical) requests on a part-time basis
Information centre (walk-in centre)	1 Professional – level 8	1* 2 120 = 2 120 h	Full-time staff assisting walk-in visitors
Customer Relations Management (CRM) system	Annual licence cost	R141 960	Customer care system
Website	Umkhanyakude project team to upgrade the website	9184. 32 h	Revamping of the Stats SA website
	Consultant's fee	R3 500 000	Advisory role and development
	Software licence fee	R5 000	Development software
Roambi	1 Specialist: Level 13 2 Developers: Level 8	1* 2 120 = 2 120 2* 2 120 = 4 240	Platform specifically for iPad tablets
	Roambi licence cost annually	R514 670	
Mobi	1 Specialist: Level 13 2 Developers: Levels 9 and 11	1* 2 120 = 2 120 h 2* 2 120 = 4 240 h	Platform specifically for cellphones
	Mobi licence	<i>Included in CRM cost</i>	
Monitoring and reporting	Strategy division EM and 3 managers	4*2 120 = 8 480 h	Monitoring service delivery improvement plan on a quarterly and annual basis
Total	68 616 man-hours + 106 man-hours per subject matter expert and R4 161 630		

12. Problem statement

The environmental assessment identified critical gaps in the service delivery environment. Addressing the following gaps will be the driving force for change:

- 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 resource; Information Communication and Technology infrastructure; and work flow processes) in meeting expectations of stakeholders

13. Recommendations

- Recommendations on the above mentioned problem statement have been covered extensively under the situational analysis in this document
- The importance of frontline staff cannot be over emphasised. There was a suggestion made by the DPSA in 2014/15 that all government departments must invest resources on frontline staff.
- Frontline staff need to be trained on the core business of the organisation, telephone etiquettes as well as on customer care.
- Frontline staff need to be identifiable in all offices by wearing name tags at all times during office hours.
- Frontline ICT infrastructure and workflow processes need to be enhanced and adapted to the changing user needs.

14. Team responsible for developing the SDIP

- Executive Manager – Strategy SDIP Coordinator : Celia de Klerk – 012 310 8454
- Executive Manager – Stakeholder Relations and Marketing: Arul Naidoo – 012 310 8512
- Strategic Planning Manager: Mantikoane Lelosa – 012 310 6995
- Strategic Monitoring and Reporting Manager - Pravina Rooplall – 012 310 6991
- Strategy Development - Lucky Ncube – 012 310 6454

15. Current status and projected targets

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD				
		CURRENT STANDARD		2015/16	2016/17	2017/18
Produce economic, social and population statistics	EXTERNAL CLIENTS	<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 General public Academics and researchers 	Quantity The CRM system was improved in 2014/15.	Simple requests 95% will be responded to within 15 minutes	Simple requests 95% will be responded to within 15 minutes	Simple requests 95% will be responded to within 15 minutes
			1 383 requests being handled within 15 mins (98%), 3 192 within 24 hours (91%), 390 within 5 days (96%) and approximately 400 subject matter requests (92%)	Normal requests ² 90% of incoming requests responded to within 24 hours	Normal requests 90% will be responded to within 24 hours	Normal requests 90% will be responded to within 24 hours
				Special requests 90% of incoming requests responded to within 5 working days	Special requests 90% will be responded to within 5 days	Special requests 90% will be responded to within 5 days
			Subject matter requests 90% of incoming requests responded to within 5 working days	Subject matter requests 90% of incoming requests responded to within 5 working days	Subject matter requests 90% of incoming requests responded to within 5 working days	Subject matter requests 90% of incoming requests responded to within 5 working days

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

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD		
			2015/16	2016/17	2017/18
Produce economic, social and population statistics	EXTERNAL CLIENTS <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 ▪ General public ▪ Academics and researchers 	Quality <i>(statistical standards)</i> Independent quality assessment against SASQAF was not done during 2014/15 Professional standards Complied with South African Statistical Quality Framework (SASQAF) Published surveys with an average response rate of 85%	Professional standards Assessment and certification of statistics in the SANSS: 2 quality statements Publish surveys with an average response rate of 85%	Professional standards Assessment and certification of statistics in the SANSS: 2 quality statements Publish surveys with an average response rate of 85%	Professional standards Assessment and certification of statistics in the SANSS: 2 quality statements Publish surveys with an average response rate of 85%

				DESIRED STANDARD		
KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	2015/16	2016/17	2017/18
Provide statistical information	EXTERNAL CLIENTS <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 General public Academics and researchers 	Consultation	Conducted stakeholder workshops: 10	10 statistical interactive consultation workshops and revisits based on stakeholders needs	10 statistical interactive consultation workshops and revisits based on stakeholders needs	10 statistical interactive consultation workshops and revisits based on stakeholders needs
			Conducted annual user satisfaction survey	Conduct annual user satisfaction survey	Conduct annual user satisfaction survey	Conduct annual user satisfaction survey
		Access	Visitor sessions to website: 1 319 139	Visitor sessions to website: 1 000 000	Visitor sessions to website: 1 000 000	Visitor sessions to website: 1 000 000
			Publications downloaded from the website: 619 819	Publications downloads from the website: 150 000	Publications downloads from the website: 150 000	Publications downloads from the website: 150 000
			Technology applications for statistical products: 27	Expand ROAMBI applications for 5 series	Expand ROAMBI application to 5 series	Expand ROAMBI application to 5 series
			Personal visits: 1 748 recorded in Head Office and provinces	Personal visits: 1 500	Personal visits: 1 500	Personal visits: 1 500

				DESIRED STANDARD		
KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	2015/16	2016/17	2017/18
Provide statistical information and services	EXTERNAL CLIENTS <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 General public Academics and researchers 	Courtesy	<p>Visited rural areas in 9 provinces: Actual visits: 4. There was also publicity for surveys in rural areas during the year</p>	Visited 9 rural areas for dissemination of statistics	Visit 9 rural areas for dissemination of statistics	Visit 9 rural areas for dissemination of statistics
			Skilled staff in interacting with respondents and stakeholders	Train frontline staff (reception) at national and provincial level	Train frontline staff (user enquiries) at national and provincial level	Train frontline staff (fieldworkers)
		Openness and transparency	<p>Published metadata with statistical releases on a monthly, quarterly and annual basis</p> <p>100% releases from Population and Social Statistics clusters were published with metadata during 2014/15</p>	<p>Publish metadata with statistical releases on a monthly, quarterly and annual basis (Population and Social Statistics)</p>	<p>Publish metadata with statistical releases on a monthly, quarterly and annual basis (Population and Social Statistics)</p>	<p>Publish metadata with statistical releases on a monthly, quarterly and annual basis (All series)</p>

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2015/16	2016/17	2017/18
Provide statistical information	EXTERNAL CLIENTS <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 ▪ General public ▪ Academics and researchers 	Information	Published relevant information aligned to user needs Additional themes added in 2014/15: - Millennium Development Goals (MDGs), -Mode of Transport, - Household Service Delivery - Agricultural Stats - Natural Environment African - African Symposium on Statistical Development (ASSD) page	Expand statistical products available on the website -Articles -GDP expenditure approach -IES results	Expand statistical products available on the website -Articles -GDP expenditure approach -Thematic reports -CS results at municipal level	Expand statistical products available on the website -Articles -GDP expenditure approach -Thematic reports

DESIRED STANDARD

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	2015/16	2016/17	2017/18
Provide statistical information	<p>EXTERNAL CLIENTS</p> <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 General public Academics and researchers 	Redress	<p>Externally: Consulted National, provincial and local structures; Civil society; Businesses; Academic institutions; Media</p> <p>Actual performance for 2014/15: Held 42 stakeholder interactions on: the MDGs, CS2016 and IDPs (municipalities). Economic Development (SALGA), ISibalo and 93 Maths4Stats workshops</p> <p>No training was done with the media but held 34 press conferences</p>	<p>Consultations with municipalities, schools, government departments, civil societies, and traditional authorities:</p> <p>2 stakeholder engagements per province as part of redress</p> <p>Training of media in statistics</p>	<p>Consultations with municipalities, schools, government departments, civil societies, and traditional authorities:</p> <p>3 stakeholder engagements per province as part of redress</p> <p>Training of media in other products</p>	<p>Consultations with municipalities, schools, government departments, civil societies, and traditional authorities:</p> <p>4 stakeholder engagements per province as part of redress</p> <p>Training of media in other products</p>

KEY SERVICE	SERVICE BENEFICIARY	BATHO PELE	CURRENT STANDARD	DESIRED STANDARD		
				2015/16	2016/17	2017/18
Provide statistical information and services	EXTERNAL CLIENTS <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 General public Academics and researchers 	Value for money	Increased 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	Increased use of statistical information to make informed decisions	Increased use of statistical information to make informed decisions
		Human resources	3 215	3 250	3 300	3 350
		Costs	R2 245 208 000	R2 245 208 000	R2 498 904 000	R2 278 021 000
		Time	Statistical information is published according to the release schedule:	Statistical information published according to the release schedule:	Statistical information published according to the release schedule:	Statistical information published according to the release schedule:
			Actual: 89% during 2014/15	100%	100%	100%

16. Official sign-off

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

Ms C de Klerk
Executive Manager: Strategy
Date: 30 June 2015

A handwritten signature in black ink, appearing to read 'PJ Lehohla', with a large, stylized loop at the beginning.

Mr PJ Lehohla
Statistician-General
Date: 30 June 2015

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



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 from 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 the best international 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)
- Continentally: African Statistics Charter
- Internationally: Fundamental Principles of 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@statsa.gov.za

About our products, please contact:

User Information Services: 012 310 8600

Fax: 012 310 8500

Email: info@statsa.gov.za

Main switchboard:

012 310 8911

Fax: 012 321 7381

Website: www.statsa.gov.za

Physical address: 170 Thabo Sehume Street, Pretoria, 0002

Postal address: Statistics South Africa, Private Bag X44, Pretoria, 0001

Accounting Officer's Declaration:

I, Pali Lehahla (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.


Signature



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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.



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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.



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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's Website: Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at www.statssa.gov.za.
- Personal visits: Customers can personally visit Stats SA's 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.



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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: 8:00 hrs – 16:30 hrs. Requests are classified as per below:

We shall:

- 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%
- Statistical information is placed on the website at the exact time of release for equal access to information at the same time.



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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
- 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.
- Provided technical solutions
- Respond to 90% of methodological support required on time.
- Meeting 90% of service level standards (network, email, helpdesk, IT procurement, files storage and website) on time



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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 Stats SA website:
statssa.gov.za**



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South Africa**



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Annexure C: Survey on Batho Pele Principles



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South Africa



Stats SA Service Delivery Improvement Plan Survey on the: Batho Pelo Principles 2015

Stats SA Service Delivery Improvement Plan Survey on the: Batho Pelo Principles 2015

Consultation

Stats SA consults adequately with external stakeholders to assess user needs, to advocate the use of Stats SA data, and to assess customer satisfaction of Stats SA services and products.

Strongly disagree	----->			Strongly agree
1	2	3	4	

Access

Citizens have equal access to all of Stats SA's published data. The products and channels that Stats SA use to disseminate data allow users with different data needs to find and use Stats SA data.

Strongly disagree	----->			Strongly agree
1	2	3	4	

Courtesy

Customers who interact with Stats SA front-line staff are treated with courtesy, respect and consideration.

Strongly disagree		Strongly agree	
1	2	3	4

Information

Stakeholders and citizens have access to full, accurate and up-to-date information about the services that Stats SA offers. This includes information on the products that are available, how these products can be accessed, and the contact details for staff who can assist customers with queries.

Strongly disagree		Strongly agree	
1	2	3	4

Openness and transparency

Stats SA is open and transparent in way it does its business. Not only does the organisation strive to ensure full disclosure in terms of the methodologies that it employs, but it regularly reports to the public and to parliament on how it spends state resources.

Strongly disagree		Strongly agree	
1	2	3	4

Redress

Adequate mechanisms are in place for Stats SA customers to successfully lodge complaints, ensuring quick and positive remedial action.

Strongly disagree		Strongly agree	
1	2	3	4

Value for money

Stats SA products and services are delivered in an efficient and economical manner providing the best possible value for money.

Strongly disagree		Strongly agree	
1	2	3	4

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
IMF	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

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