

SERVICE DELIVERY IMPROVEMENT PLAN

2022/2023 - 2024/2025



IMPROVING LIVES THROUGH DATA ECOSYSTEMS



stats sa

Department:
Statistics South Africa
REPUBLIC OF SOUTH AFRICA



STATISTICS SOUTH AFRICA

NATIONAL DEPARTMENT

SERVICE DELIVERY IMPROVEMENT PLAN

2022/2023 - 2024/2025

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Acronyms and Abbreviations

Acronym/Abbreviation	Description
BPM	Business process management
CAPI	Computer-Assisted Personal Interviewing
CATI	Computer-Assisted Telephone Interviewing
CAWI	Computer Assisted Web Interviewing
CRM	Customer Relationship Management
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
GCIS	Government Communication and Information System
ICT	Information and Computer Technology
IIF	Integrated Indicator Framework
IOM	Integrated Operations Model
NGOs	Non-governmental organisations
NLS	National Language Services
NSDS	National Strategy for Development of Statistics
NSG	National School of Governance
NSS	National Statistics System
OHSA	Occupational Health and Safety Act
OMF	Operations Management Framework
PAPI	Paper-Assisted Personal Interview
POPIA	Protection of Personal Information Act
RATSI	Responsible Authority Task Support Informed
SANSS	South African National Statistical System
SASQAF	South African Statistical Quality Assessment Framework
SDIP	Service Delivery Improvement Programme
SDM	Service Delivery Model
SG	Statistician-General
SOPs	Standard Operating Procedures
Stats SA	Statistics South Africa
SVC	Statistical Value Chain
UIS	User Information System
USS	User Satisfaction Survey

Official Sign-off

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the Management of **Statistics South Africa** under the guidance of the Minister in the Presidency, Mr Mondli Gungubele;
- Was prepared in line with the current Strategic Plan (**2020/21–2024/25**) and the Annual Performance Plan (**2022/2023**) of Statistics South Africa; and
- Is compiled with the latest available information from departmental business units.

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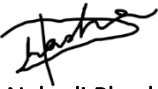
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Minister in the Presidency
Date: 31 March 2022

SECTION 1: SUMMARY OF THE SDIP

A. SDIP Context

“The 6th Administration identified the establishment of a capable, ethical, and developmental state as a key priority. It is envisaged that such a state will be characterised by good leadership, a functional, efficient and integrated system staffed by professional, meritocratic, accountable and ethical public servants.” (Office of the Presidency, Busani Ngcaweni, 2021).

Globally, public sectors are striving to secure high levels of professionalism and ethical conduct amongst appointed and elected officials. South African public service has been plagued by corruption for a long period. It is for this reason that a high level of commitment is required to build a sustainable ethical public service.

Since 1994, when the apartheid era ended, a number of initiatives were put forward to facilitate the effectiveness of the public service functions and ensuring that the fundamental principles of the Constitution are upheld. Still, the SA government is burdened with increasing reputational cases that involve the unprofessional conduct of public servants. The National School of Governance (NSG), is rolling out a number of courses that is intended to remind public servants about the values and principles enshrined in the Constitution of the country – in an effort to instil professionalism in them.

The vision of Stats SA, as the official fact-finder of the nation, is to bring to society and policy-makers insightful data that will ‘Improve South Africans’ lives through the data ecosystems’. The demand for statistical data is increasing as policymakers, civil society, business and citizens are getting statistically literate and increasingly use statistics to inform their decisions. Given this growth, the work of Stats SA becomes increasingly important, requiring continuous sharpening of skills and deliberately improving processes and products to meet the ever-changing requirements. Most importantly, Stats SA continues to cultivate a culture of empowering partnerships by putting people first – both inside and outside the organisation and ensuring appreciation and use of official statistics by all stakeholders.

The Service Delivery Improvement Programme (SDIP), now aligned to the DPME planning framework, is informed and aligned to the organisational strategic direction captured in the Stats SA 5-year Strategic Plan and the Annual Performance Plan / Work Programme. The SDIP aims to provide a focused approach to service delivery improvement of key services or products that have been identified through the User Satisfaction Survey (USS) or other stakeholder consultations platforms, in line with the Batho Pele Principles (See Annexure B), which serves to ensure effective and efficient service delivery.

A.1 Stats SA Strategic Direction

Vision

Improving lives through data ecosystems

Mission

To transform the production, coordination and use of statistics through optimisation, partnerships and innovation.

Culture and Values

Our culture embraces diversity in thought and practice in order to guide our behaviour on the change and transformation journey. Our culture aims to align the purpose of staff members with that of the organisation. Our culture will help us to create the future that we want by 'Embracing change and transformation', 'Driving powerful and meaningful engagements' facilitated through 'Ethical and collective leadership'.

Our shared values will help our employees and the organisation to grow and develop. Our values form the basis of our methods of work, the way we make decisions, and the way we interact with our stakeholders, both internal and external. Our values are:

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

*The **data ecosystem** is defined as a complex network or interconnected system that aims to connect people, systems and technology.*

It is an evolving system where emerging technologies have given rise to new and non-traditional data sources and new analytical methods that were previously not possible. This community of interacting entities as well as the policy environment in which new data users and producers operate, creates an extended data ecosystem of many new actors with new capabilities. (Adapted from Paris21)

Our vision will be realised if policy and development programmes are underpinned by a vibrant data ecosystem that provides information and insights for evidence-based decisions.



Overall strategic goal and thrust

The overall organisational strategic goal is to increase the supply and use of statistical information for better informed decisions by leading the statistical production and coordination in the data ecosystem through optimisation, innovation, partnerships and diversification.

1–2 years (*Tactics*): We are optimising the use of our current resources to deliver quality basic statistics, as we build and strengthen strategic partnerships in the data ecosystem. Tactically, we are focusing on change initiatives to optimise and digitalise our statistical and support processes. We will invest in building new skills. Envisioning the data ecosystem will commence in this period.

3–5 years (*Strategy*): During this period, we have adopted a bimodal approach in our methods of work, to create space and time for innovation, without disrupting our day-to-day operations for continuity. Modernising our business processes will continue in order to reduce the cost of doing business. We will upscale our investment in reskilling of our staff and establishing new partnerships. In this period, transformative initiatives are introduced cautiously as we are looking at new ways of doing our work. We commence with key building blocks in the enterprise architecture, towards building a platform that will facilitate interconnectivity.

5–10 years (*Vision*): By this time, Stats SA has set frameworks and policies for statistical development in the data ecosystem. Participants in the data ecosystem are following guidelines from Stats SA to collect, process and disseminate their data. We continue to invest in new partnerships. Statistical systems will interconnect and strive to meet 80% of statistics minimal level of statistical principles to respond to the indicators in the integrated indicator framework (IIF).

10+ years (System-level evolution): Stats SA has diversified its service delivery and offering to users. An interconnected platform exists and is available to users through a self-help portal to access and use data and statistics to inform decisions. The statistical system is transformed where Stats SA is a data regulator in the data ecosystem, driving and facilitating statistical development in the country.

Strategic impact

The impact of the strategy is evidence-based decisions that promotes citizenry and informs policy development, planning, monitoring and evaluation to create a better life for all.

Strategic Outcomes

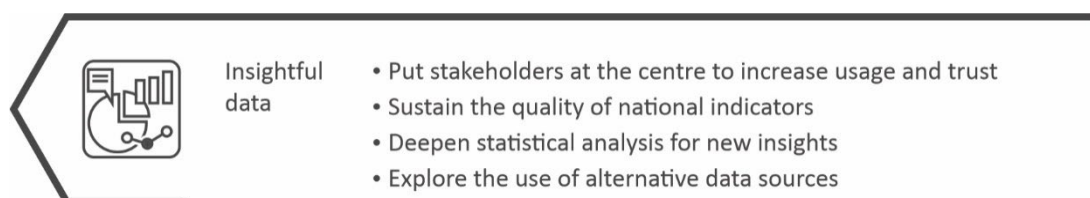
Stats SA identified the following four strategic outcomes that the organisation aims to achieve in pursuit of transforming the statistical landscape in the country.

a) Strategic Outcome 1: Insightful Data

Insightful data speaks to the information requirements for development and sustainability concerns of humankind, at a level that is within the grasp of the nation's people and global citizens.

The need for statistics has never been so apparent. Data requests cover a wide range of aspects of the economy, society and the environment, including new fields such as well-being, climate change and the digital economy. The ability of the statistical system to respond to the growing demand of users for insightful data and information remains a challenge in the current environment. Stats SA therefore aims to adapt a new data culture that is more responsive, flexible and proactive to user demands.

Outcome statement: By 2025, we serve users' basic demands through an online self-service platform.



b) Strategic Outcome 2: Agile Operating Model

An agile operating model enables flexibility and responsiveness to the use of innovative development practices to deliver statistical products and services to users better, faster and more cost-efficiently.

Outcome statement: By 2025, efficiencies in the business-operating model are underpinned by innovative methodologies.



c) Strategic Outcome 3: Interconnected Statistical Systems

An interconnected statistical system is a network of various data systems, institutions, technological resources, human resources and partnerships based on shared principles that are interoperable and interconnected. An interconnected system aims to improve efficiency, accountability and accessibility.

Outcome statement: By 2025, statistical systems are connected through statistical principles, standards and frameworks.



d) Strategic Outcome 4: Transformed Capability

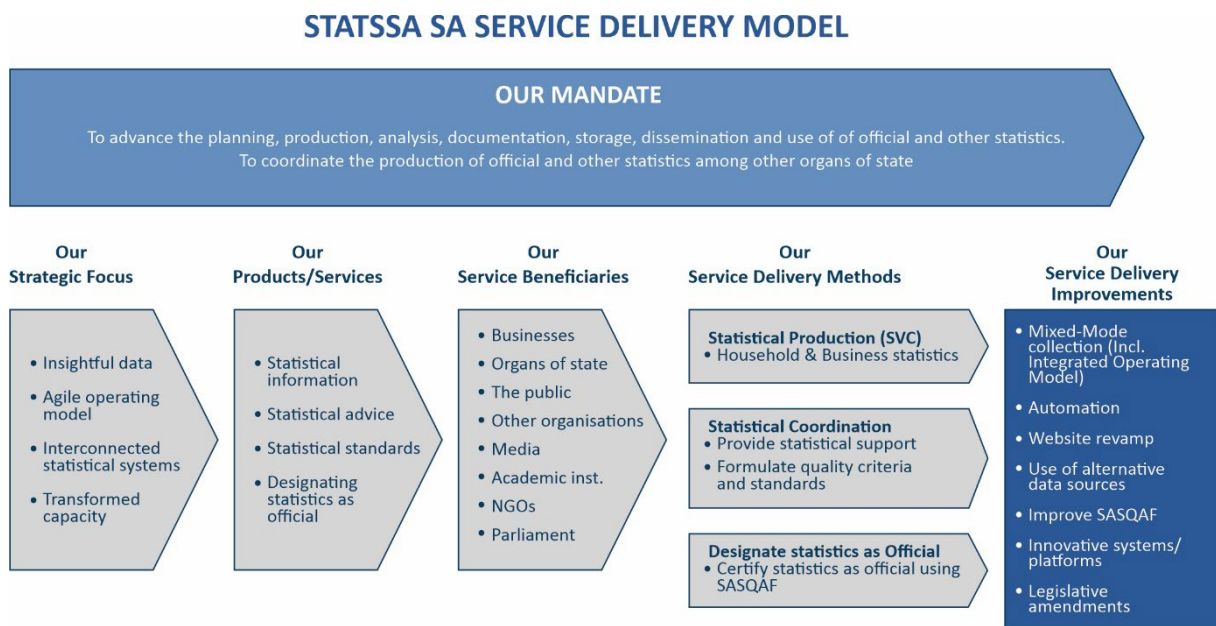
Transformed capability refers to a major shift in an organisation's strategic capabilities in terms of its human, technological and organisational capital so that it can drive business transformation and change in order to remain relevant and deliver better outcomes for its stakeholders.

Outcome statement: By 2025, we have adopted agile technologies and built a diverse, skilled and versatile workforce that embraces change and is able to deliver innovative solutions.



A.2 Stats SA Service Delivery Model

The DPSA in the Operations Management Framework (OMF) outlines operations management activities in four chapters, namely: Operations strategy, Operations design, Operational planning & control as well as operations analysis & improvement. The Service Delivery Model (SDM) is an output of the first chapter, which describes how an organisation will deliver on the services and products that were identified in the strategic plan. The SDM is reviewed annually to ensure the relevance of the model to meet mandated and overall service delivery expectations from SA citizens. A detailed SDM is found in Annexure A.



A.3 Stats SA Service Delivery and Product Standards

Stats SA outlined the standards on how statistical services and products will be offered to the South African citizens in the service standard (See Annexure C). The table below provides a snapshot of the set standards:

SERVICE STANDARDS	PRODUCT STANDARDS
<p>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 from 08:00 to 16:30.</p> <p>Service requests are classified as per below:</p> <ul style="list-style-type: none"> • Simple requests will be responded to within 15 minutes • Normal requests will be responded to within 24 hours • Complex requests will be responded to within 5 working days • Special data requests as per agreed timelines with the user 	<p>We commit to compile our products by adhering to national, continental and international best practices captured below:</p> <ul style="list-style-type: none"> • Statistical standards approved by the Statistician-General • Nationally: South African Statistical Quality Assessment Framework (SASQAF) • Continentally: African Statistics Charter • Internationally: Fundamental Principles of Official Statistics <p>We shall also strive to:</p> <ul style="list-style-type: none"> • 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.

NB: The service delivery and product standards are aligned to the Stats SA Service Standards

(See Annexure C)

B. Identification of SDI focus areas

B.1 Situational Analysis Overview

The Service Delivery Improvement Plan (SDIP) provides the necessary tools to operations managers to ensure continuous and incremental improvement of service delivery. The Operations Management Framework (OMF) will bridge the gap between strategy and operations. It assists governmental institutions to plan, structure, execute and continuously improve operations for the effective and efficient delivery of services.

Stats SA, from its previous strategic planning cycle, registered the strategic intent to close the data gaps and strengthen the capability of the National Statistics System (NSS) to be responsive to growing statistical demand. The organisation, after assessing technological innovative opportunities as well as the surge of new public and private data providers in the data ecosystem, Stats SA had to rethink current modes of service delivery through digital transformation. The piloted innovative methods of work (computer-assisted personal interviewing [CAPI], online enumeration, etc.) have proven to be better, faster, more flexible and cheaper, enabling efficiency and innovation of operations. Discussions, testing and preparations for the transition culminated with pilot surveys to test the implications of the change. These have served as an initial phase of digital transformation where the following household surveys transited from PAPI to CAPI, namely GPSJS, GHS and DTS by 2019/20.

Stats SA, like any other sector, from 2020, was adversely affected by COVID-19 and other emanating disruptions in the statistical system, and had to implement Phase 2 of the digital transformation programme, i.e. the Mixed-Mode (MM) data collection, starting with household surveys, within a limited time period. A number of review sessions were held afterwards to assess the impact and the following key challenges impacting Stats SA service delivery were outlined, amongst others:

- Increasing statistical information demand following pressures from COVID-19
- Minimal adherence to Batho Pele principles
- Slow response or minimal attention to stakeholders' feedback & recommendations (e.g. online data access, frequent communication/engagement, low/granular level data)
- Dated stakeholder interactive platforms (e.g. Website, User Information Service platform (CRM), call centre approach, publicity processes/platforms, etc.
- Resource capability constraints delaying innovation within the organisation
- Data confidentiality demands following the implementation of the POPI Act

With Census 2022 underway, it is important that these challenges are addressed to minimise their impact on this important national project. The need for a Census, has been acknowledged at all levels as it provides a solid baseline for planning, monitoring and evaluation. It also provides the organisation with an opportunity to address some of the above noted challenges. The 5-year strategy, also captured more than fifty (50) strategic initiatives, out of which ten (10) are prioritised annually. The priorities for 2022/23 highlight some of the service delivery challenges.

Stats SA's user demands are determined through the User Satisfaction Survey (USS) conducted annually, media perceptions which are analysed quarterly, as well as focused product stakeholder consultations that are also conducted annually by various statistical experts. Results from the USS 2021 indicated that

84% of respondents found our statistics to be credible, 87% trusted our statistics, and 86% used the website to access statistics, while more than 10% of the respondents are not satisfied with the timeliness and level of geography of our data, including the user-friendliness of the website.

Stats SA is revising its integrated stakeholder management strategy, which will also relook at a more visible and coordinated complaints management process, as one of the key findings from various stakeholder consultations was that most users were not positive that Stats SA 'listens and responds to their feedback'.

B.2 Identification of SDI focus areas

Results from the root cause-and-effect analysis (See annexure D), the SDM from section A above, as well as the situational analysis were all analysed to highlight problem areas requiring improvement.

Problem Analysis

From the five-year strategy, the following problem statement is captured:

"In response to the fast changing and evolving statistical landscape, the disruptions in the external environment and the vast opportunities that can be harnessed in the data ecosystem as well as the many challenges and achievements in the internal environment, the following problem statement has been crafted to focus the strategic direction of Stats SA over the next five years:

Stats SA, and the statistics system at large, are only partially able to meet the country's diverse and extensive information needs at all levels of society. The consequence is that stakeholders lack adequate statistical information to make evidence-based decisions to inform policy development and planning, and to monitor progress with potential adverse social and economic impact.

However, the digital economy offers innumerable opportunities to capitalise on the diverse data sources to respond to the country's information needs through extensive interventions and investments in the data ecosystem."

Stats SA's previous improvement initiatives were captured under the umbrella of the digital transformation programme. Phase one of the programme transformed household survey data collection methodology from using paper to using a hand-held device. Data collection processes were improved by replacing the use of paper during the data collection process which impacted on the data processing process. The return on investment manifested in the scanning and capturing of information being dropped as information captured in the field are directly uploaded on the system. This resulted in more than 150 posts being impacted by the transition from PAPI to CAPI. Further improvements to the business processes are envisaged for the future.

The Covid-19 pandemic arrived early 2020, and forced the organisation to relook at their statistical methodology as a whole. The CATI methodology was introduced for household surveys as it was not possible for Survey Officers to do fieldwork visits to collect data from households.

Problem statement

Stats SA's current operating model is unable to meet the growing user demands as outlined in the organisational strategy. The operating model has been disrupted by the external environment and impacted by automation initiatives internally. The model remains costly, fragmented and inefficient in certain areas. Furthermore, the key interface with our stakeholders, the Stats SA website, is dated and not user friendly and impacts negatively on the service delivery offerings of the organisation.

It is therefore imperative to innovate and modernise the end-to-end Statistical Value Chain (SVC) for household surveys (later business surveys), by incorporating the use of various collection modes that will provide citizens with a suitable choice of how to interact with the organisation during data collection. Secondly, to improve the use of statistical products, there is a need to innovate and establish interactive dissemination platforms, with a focus on the website.

Therefore, the following will be Stats SA's **SDI focus areas**:

- Modernise and innovate business processes across the value chain (Mixed-mode household surveys project)
- Innovate interactive platforms (website revamp)

The above focus areas, are also part of the top ten priorities for the organisation and will be responding to the user satisfaction survey findings.

C. 3-YEAR SDIP

SDI KEY SERVICES BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES	SERVICE BENEFICIARIES	BASELINE: YEAR 0 (2021/22)	OVERALL 5 YEAR TARGET	PORTFOLIO OF EVINDENCE
Innovate interactive platforms (website revamp)	<ul style="list-style-type: none"> - Parliament - Organs of state - Businesses - Media - Public (Citizens) - International bodies - Academic institutions (Inc. research institutions) - NGOs - Constitutional institutions and major public entities 	<p>Phase 1: 40% Stats SA website re-engineered</p> <p>(Fully functional website with noticeable improvements)</p>	<p>Phase 2&3: 100% Stats SA website re-engineered</p> <p>(User-friendly website inclusive of a complaints management portal, user-interactive functionalities and user-experience capability)</p>	<ul style="list-style-type: none"> - Positive rating from the User Satisfaction Survey (USS) - Report on complaints and compliments
Modernise and innovate business processes across the value chain (Mixed-Mode household project)	<ul style="list-style-type: none"> - Respondents for household surveys - Users of social and population statistics 	Household surveys data collected using CAPI and CATI	Household surveys data collected using Mixed-Mode (Automated SVC)	<ul style="list-style-type: none"> - Approved Mixed-Mode To-Be business processes - Automated business processes

SECTION 2: BATHO PELE STANDARDS

The assessment of the quality of services across Stats SA is determined through the set standards and the level of complaints/ enquiries/queries, etc. defined under Batho Pele principles, are outlined below:

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
1. PROFESSIONAL STANDARDS BY PUBLIC SERVANTS	100% success rate of set minimum professional standards:						
	i.	Capability/skilled/ competence	Skills development strategy drafted	<ul style="list-style-type: none"> - Skills/competence audit conducted - Skills development strategy approved - Skills development implementation plan developed 	Skills development plan Implemented	Skills development strategy reviewed	Skills development strategy Audit report Re-skilling reports
	ii.	¹ Wearing name tags	Only survey officers in the field carry identification cards				
	iii.	Signed Code of Conduct and Public Service Charter Pledge	Signed Code of Conduct & Public Service Charter Pledge	Awareness campaign for new staff members on ethics and code of conduct in the workplace conducted	Awareness campaign for new staff members on ethics and code of conduct in the workplace conducted	Batho Pele, code of conduct, ethics and organisational values aligned	Awareness Campaign report/Attendance register
	iv.	Stats SA organisational culture and shared values	Stats SA organisational culture and shared values communicated	Programme on Stats SA culture and shared organisational values designed	Programme on Stats SA culture and shared organisational values rolled-out		Stats SA culture and shared organisational values programme
	v.	Public service ethics	73,6% staff attended virtual training on ethics in the public service (As at end of 2020/21)	Refresher/induction training on ethics, code of conduct and public service charter conducted	Refresher/induction training on ethics, code of conduct and public service charter conducted		Training register/report

¹ Only field staff carry identification cards, no targets for other staff.

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
2. WORKING ENVIRONMENT STANDARDS	100% adherence to courtesy standards:						
	i.	Announcements/updates for external stakeholders available	Announcements/updates done through: - Advocacy & publicity at gatekeeper level - Media relations - Statistical products/services updates announced on the website	Announcements/updates assessed: - Advocacy & publicity at gatekeeper level - Media relations - Weekly statistical publications on the website confirmed	Announcements/updates improved through: - Advocacy & publicity at gatekeeper level - Media relations - Weekly statistical publications on the website confirmed	Announcements/updates improved through: - Advocacy & publicity at gatekeeper level - Media relations - Weekly statistical publications on the website confirmed	Publicity and advocacy report Media report Report on changes made to published statistical releases
	ii.	Compliance to OHSA legislative requirements	Compliance to OHSA legislative requirements known for head office only	Compliance assessment of all provincial and district statistical offices conducted (Health & Safety requirements) on OHSA legislative requirements	Compliance report of all statistical offices conducted (Health & Safety requirements) on OHSA legislative requirements	Compliance report of all statistical offices conducted (Health & Safety requirements) on OHSA legislative requirements	OHSA compliance report
	iii.	Availability of Stats SA office location points for ease of access by stakeholders	Stats SA office location for Head Office and Provincial offices available on internet	Location-points of all Stats SA offices (including district offices) updated on internet			Report of location points on the internet

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
3. ACCESS STANDARDS		Virtual/electronic access	Virtual/electronic access	Virtual/electronic access	Virtual/electronic access	Virtual/electronic access	Virtual/electronic access
	i.	Number of visitor sessions to the website	Visitor sessions on the website: 3 000 000	Visitor sessions on the website is at least 3 300 000	Visitor sessions on the website is at least 3 300 000	Visitor sessions on the website is at least 3 363 000	Website report
	ii.	Number of publications downloaded from the website	Publications downloaded from the website: 400 000	Publications downloaded from the website: 440 000	Publications downloaded from the website: 444 000	Publications downloaded from the website: 488 400	Website report
	iii.	Turn-around time to respond to direct messages (enquiries/complaints/requests) received from stakeholders	Turn-around time to respond to direct messages: - 0 – 1 hour = 45% - 1 – 8 hours = 27% - 8 – 24 hours = 16% - > 24 hours = 10% No response = 2%	Turn-around time to respond to direct messages improved to: - 0 – 1 hour = 50% - 1 – 8 hours = 30% - 8 – 24 hours = 15% - > 24 hours = 5% - No response = 0%	Turn-around time to respond to direct messages improved to: - 0 – 1 hour = 50% - 1 – 8 hours = 30% - 8 – 24 hours = 15% - > 24 hours = 5% - No response = 0%	Turn-around time to respond to direct messages improved to: - 0 – 1 hour = 60% - 1 – 8 hours = 25% - 8 – 24 hours = 10% - > 24 hours = 5% - No response = 0%	Direct messages report
	iv.	Statistical documents available in all official languages	Censuses questionnaire and publicity material are available in all official languages	Stakeholder consultations to translate other statistical products	5 statistical releases published in at least 6 SA official languages (summaries)	Summaries of all key statistical releases published in at least 6 SA official languages	Translated summaries of prioritised statistical publications

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
4. INFORMATION STANDARDS	i.	² Percentage of statistical information published on the website at the exact time of the release for equal access	100% statistical information published on the website at the exact time of the release for equal access				Statistical releases published on the website
	ii.	Published data available to users on inter-active tools online	Unit record data uploaded on the data dissemination tools (Supercross, Superweb and Nesstar)	Commenced relocating Stats SA databases to generic data store and standardise them to expand accessibility to variety of tools such as Power BI and Python	<ul style="list-style-type: none"> - Relocate databases to generic data store and standardise them to ensure compliance with database development standard - Test inter-action of databases with various tools in the data ecosystem 	Enabling additional tools used to access statistical data	<p>Published data uploaded on data dissemination tools</p> <p>Report on relocated databases and those that are ready for use</p> <p>Additional tools enabled to access Stats SA databases.</p>
	iii.	Provision of organisational performance information to citizens	Organisational performance information published on the website annually (PDF)		Organisational performance information published on the website annually (inter-active web-pages)		Annual performance report on the website
	iv.	Statistical information available to children at schools	Mbalo brief shared with high schools in the country	Mbalo brief shared with high schools and other academic institutions in the country	Mbalo brief shared with high schools and additional academic institutions in the country	Mbalo brief shared with high schools and public academic institutions in the country	Mbalo distribution list

² Statistical information already published on the website simultaneously with the release.

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
5. REDRESS STANDARDS		Complaints/ grievance resolution process - success rate:	Complaints management	Complaints management	Complaints management	Complaints management	
	i.	Clearly outlined complaints mechanisms in place	³ No complaints recorded on the website/CRM	<ul style="list-style-type: none"> - Internal stakeholders consulted - Complaints/compliments management system proposals drafted - Adhoc complaints/compliments monitored 	<ul style="list-style-type: none"> - Complaints/compliments management system designed and implemented - 80% complaints received and resolved 	<ul style="list-style-type: none"> - Complaints/compliments management system maintained - 85% complaints received and resolved 	<p>System requirements for complaints/compliments system</p> <p>Documented complaints/compliments processes</p> <p>Report on complaints received and resolved</p>
	ii.	Statistical support provided to other data producers to transform existing administrative records into official statistics	1 SASQAF (edition 3, version 2) piloted	1 report on piloting of SASQAF for administrative data sources	<ul style="list-style-type: none"> - 1 report on updating of SASQAF for administrative data sources - 1 assessment of SASQAF on administrative data conducted 	1 assessment of SASQAF on administrative data conducted	<p>SASQAF Pilot report</p> <p>SASQAF assessment report</p>

³ Citizens log complaints on the website as part of enquiries, through social media, walk-ins and telephone

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
6. CONSULTATION STANDARDS	i.	USS conducted annually	USS conducted annually with 81% overall satisfaction rate	USS conducted annually with 83% overall satisfaction rate	USS conducted annually with 84% to 85% overall satisfaction rate	USS conducted annually with 85% overall satisfaction rate	USS report
	ii.	All planned focus group consultations conducted	Focus group stakeholder consultations for various surveys (core areas)	Planned focus group consultations conducted	Planned focus group consultations conducted	Planned focus group consultations conducted	Focus group consultation reports
	iii.	SANSS consultations	SANSS consultations conducted	SANSS consultations conducted	SANSS consultations conducted	SANSS consultations conducted	Attendance register

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASELINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
7. OPENESS AND TRANSPARENCY STANDARDS	i.	100% publicised utilisation rate of financial resources	⁴ Audited annual financial statements are published on the website as part of the annual report (PDF)				Annual report
	ii.	Provision of information about methodologies of produced statistics	Meta data published with statistical release	Meta data published with statistical releases	Meta data published with statistical releases	Meta data published with statistical releases	Statistical publications report
8. OPENESS AND TRANSPARENCY STANDARDS		Value derived from the services provided:					
	i.	100% payment of service providers within 30 working days	99,8% payment of service providers within 30 working days	100% payment of service providers within 30 working days	100% payment of service providers within 30 working days	100% payment of service providers within 30 working days	Financial report

⁴ Standard already met

BATHO PELE PRINCIPLES & SET STANDARDS	NO.	STANDARD INDICATORS	BASLINE YEAR 0: 2021/22	YEAR 1 TARGET (IMMEDIATE)	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM TERM)	PORTFOLIO OF EVIDENCE
9. SERVICE STANDARDS	i.	Turn-around time for services provided: <ul style="list-style-type: none"> - 95% of simple telephonic data queries handled by UIS within 15 minutes - 90% of normal data queries handled by UIS within 24 hours - 90% of special / complex data queries handled by specialist areas within 5 days 	Service standards: <ul style="list-style-type: none"> - 98,9% of 363 simple telephonic data queries handled within 15 minutes - 99,2% of 598 normal data queries handled within 24 hours - 94,8% of 309 special / complex data queries handled within 5 days 	Service standards: <ul style="list-style-type: none"> - 95% of simple telephonic data queries handled within 15 minutes - 90% of normal telephonic data queries handled within 24 hours - 90% of special / complex data queries handled within 5 days 	Service standards: <ul style="list-style-type: none"> - 95% of simple telephonic data queries handled within 15 minutes - 90% of normal telephonic data queries handled within 24 hours - 90% of special / complex data queries handled within 5 days 	Service standards: <ul style="list-style-type: none"> - 95% of simple telephonic data queries handled within 15 minutes - 90% of normal telephonic data queries handled within 24 hours - 90% of special / complex data queries handled within 5 days 	CRM report
	ii.	Quality standard for statistical products: <ul style="list-style-type: none"> - Provide an advance release calendar for at least the following month on the website - All statistical releases published with a response rate of at least 80% 	Quality standard: <ul style="list-style-type: none"> - Advance annual release calendar published on the website - 90% of economical statistical releases published with a response rate of at least 80% - 100% of population and social statistics published with a response rate lower than 80% 	Quality standard: <ul style="list-style-type: none"> - Annual release calendar published in advance on the website - Advocacy and publicity strategy reviewed 	Quality standard: <ul style="list-style-type: none"> - Annual release calendar published in advance on the website - Statistical releases published with a response rate of at least 80% 	Quality standard: <ul style="list-style-type: none"> - Annual release calendar published in advance on the website - Statistical releases published with at least a response rate of 8 	Report on the release of the advance annual release calendar Quarterly statistical publication report

SECTION 3: SDIP FOCUS AREAS

A. KEY SERVICE NAME: INNOVATIVE INTERACTIVE PLATFORMS (WEBSITE RE-ENGINEERING)

NO.		BASELINE YEAR 0:	YEAR 1 TARGET (IMMEDIATE)	YEAR 2–3 TARGET (SHORT-TERM)	YEAR 4–5 TARGET (MEDIUM-TERM)	PORTFOLIO OF EVIDENCE
1.	EXTENT TO WHICH PROFESSIONAL STANDARDS AS SET BY PROFESSIONAL BODIES ARE FOLLOWED:					
	Extent to which Legal/ Standards Operating procedures are followed: - Regulated through the GCIS government website guidelines (2015) - Service point locators guideline (DPSA)	Compliance not measured for all categories of the website guidelines Head Office and Provincial Offices service point locator information available on the internet	Compliance of the Stats SA website to categories of the website guidelines assessed Geo-location information for all Stats SA service points (HO, PO and DO) made available on the internet	Compliance to 10 categories of the website guidelines measured DPSA service point locators through new technologies improved	Compliance to the website guidelines monitored. 	Report on compliance to GCIS Guidelines Report on compliance to DPSA Guidelines
			SOPs for website management and maintenance approved	SOPs for website management in line with operational changes adapted	SOPs for website management in line with operational changes reviewed	SOP document and subsequent adaptations
2.	BUSINESS PROCESS IMPROVEMENT AREAS:					
	Interventions required: The main objective of this website revamp project is to modernise the website and improve its interactivity while offering better packaged value-added services to end-users.	Website revamp project Phase 1: 40% Stats SA website re-engineered (fully functioning with noticeable improvements) - BETA website developed (addressing short term-demands)	80% (Cumulative) Stats SA website re-engineered (Phase 2): - Complaints/ compliments functionality visible - User-interactive functionality analysed - Value-add functionality researched - Governance structure implemented - User-experience capability developed (measured through user-rating)	100% (Cumulative) Stats SA website re-engineered (Phase 3): - Additional functionality identified and implemented (Inter-active, mobile friendly, voice search, etc.) - Value-add functionality for the website (Incl. Bot's, Blog, etc.) researched	Website performance monitoring and maintenance: - Value-add functionalities identified and implemented - functionalities of the revamped website reviewed	Improved Stats SA Website measured through the annual website satisfaction rate from the USS (Website satisfaction rate)

A. KEY SERVICE NAME: INNOVATIVE INTERACTIVE PLATFORMS (WEBSITE RE-ENGINEERING)

NO.		BASELINE YEAR 0:	YEAR 1 TARGET (IMMEDIATE)	YEAR 2–3 TARGET (SHORT-TERM)	YEAR 4–5 TARGET (MEDIUM-TERM)	PORTFOLIO OF EVIDENCE
	Intended Impact: Increase user experience to independently access and use statistical information with ease anywhere	Unit record data accessible through data dissemination tools (Supercross, Superweb and Nesstar)	Enhanced access and use of official statistical information explored by testing additional online tools	Additional variety of online tools introduced to increase use of official statistics	Statistical information using various tools accessed through mobile devices	Additional tools enabled to access Stats SA databases.
3.	ECONOMY MEASURES:	Computer Assisted Web Interviewing (CAWI) implemented for Census fieldwork 2022 (approximately 450 000 households registered)	Website capacity and capability to cater for CAWI collections for household surveys (Bandwidth, portals, etc.) increased	CAWI capability for household surveys enabled on the website.	The website to support CAWI collection maintained	CAWI collection capability on the website
4.	EFFECTIVENESS MEASURES:	Overall traffic on the website (Currently not measured):	Measurement for the effectiveness of the website designed and the baselines set	The effectiveness of the website monitored		Website effective measurement report
5.	SATISFACTION MEASURES:	USS website user satisfaction rate = 80%	USS website user satisfaction rate = 83%	USS website user satisfaction rate = 84-85%	USS website user satisfaction rate = 85%	User Satisfaction Survey report

A. KEY SERVICE NAME: INNOVATIVE INTERACTIVE PLATFORMS (WEBSITE RE-ENGINEERING)

NO.		BASELINE YEAR 0:	YEAR 1 TARGET (IMMEDIATE)	YEAR 2–3 TARGET (SHORT-TERM)	YEAR 4–5 TARGET (MEDIUM-TERM)	PORTFOLIO OF EVIDENCE
7.	CHANGE MANAGEMENT PLAN					
7.1	Identified stakeholder consultations:	Internal stakeholders: Business Modernisation; ICT; Advocacy & Dissemination; ; Economic Statistics (CPI); Exco; Provincial Heads; Office of the SG (EPS & SOOD); CDF; General staff External stakeholders: - Users consulted through a survey for website changes - USS	Internal stakeholder consultations conducted	Internal stakeholder consultations conducted (On the final website)		Presentation Report on website changes
7.2	Communication measures required:	Change management and communication plan developed	Communication campaign rolled out on website improvements (BETA site) Internal Stakeholders: - Phase 1 of the Website changes launched - Impacted staff trained (Core & frontline staff) External stakeholders: - Key stakeholders invited to website launch - Web navigation guidelines available on the website	Internal Stakeholders: - Phase 2 of the Website changes launched - Impacted staff trained (Core & frontline staff) External stakeholders: - Feedback sought from stakeholders through a survey (e.g. USS) - Feedback from the website rating system analysed and evaluated	External stakeholders: - Feedback sought from stakeholders through a survey (e.g. USS) - Feedback from the website rating system analysed and evaluated	Website launch report Survey report

B. KEY SERVICE NAME: MODERNISE AND INNOVATE BUSINESS PROCESSES ACROSS THE VALUE CHAIN (MIXED MODE HOUSEHOLD PROJECT)

NO.		BASLINE YEAR 0: 2021/22 (Rates based on the CAPI/CATI)	YEAR 1 TARGET (IMMEDIATE) – 2022/23	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM-TERM)	PORTFOLIO OF EVIDENCE
1.	Response Rates standard is set at least 80% (during Covid-19, there was a steep decline)	Response rate: GHS: 2019 = 87,2% & 2020 =39,4% DTS: 2019 = 86.45 & 2020 =38,43% GPSJS: 2019 = 86,04% & 2020 = 38,57% QLFS 2020 Q1 = 87,7% & 2021 Q3 = 53,7%	Response rate: GHS = 65% DTS =65% GPSJS = 65% QLFS =65%	Response rate: GHS = 80% DTS = 80% GPSJS = 80% QLFS = 80% IES (CAPI&CATI) = 80%		Published statistical releases/reports
2.	Level of complaints/ enquiries/satisfaction emanating from internal and external stakeholders	None	Methodology to measure respondent satisfaction (Complaints /enquiries/feedback) researched	Research findings implemented	Complaints /enquiries/feedback received from respondent monitored	Internal and external documented complaints or enquiries on MM methodology
3.	Business process improvement areas: Household surveys	Lessons learnt from Census 2022 Mixed mode processes mapped (draft)	Holistic (end-to-end) overview of mapped processes conducted	Outstanding TO-BE processes finalised	End-to-end TO-BE processes implemented	Mixed-mode BPM
4.	Extent to which legal/ Standards Operating procedures are followed: Not documented	None	SOPs for MM data collection drafted	SOPs for MM data collection finalised	SOPs maintained	Report on documented SOPs/Manuals
5.	Extent to which professional standards as set by professional bodies are followed:	Statistical standards aligned to international standards	Statistical standards impacted by recent changes due to process improvement reviewed	Review statistical standards impacted by recent changes annually	Review statistical standards impacted by recent changes annually	Updated statistical standards
6.	Problem identified: - Duplication of activities - Silo operations - Disintegration of operations	None	- Develop a RATSI (Stakeholder matrix)	- Analysis of work allocation by OD conducted - JDs reviewed - Commence with restructuring process	- Restructuring	Stakeholder matrix New JDs & structure

C. KEY SERVICE NAME: MODERNISE AND INNOVATE BUSINESS PROCESSES ACROSS THE VALUE CHAIN (MIXED MODE HOUSEHOLD PROJECT)

NO.		BASELINE YEAR 0: 2021/22 (Rates based on the CAPI/CATI)	YEAR 1 TARGET (IMMEDIATE) – 2022/23	YEAR 2 -3 TARGET (SHORT-TERM)	YEAR 4-5 TARGET (MEDIUM-TERM)	PORTFOLIO OF EVIDENCE
7.	INTERVENTIONS REQUIRED					
7.1	Intended Impact	Business processes partially mapped	TO-BE processes tested (after the overview)	End-to-end TO-BE processes piloted		Pilot report
7.2	Efficiency Measures:	None	Efficiency measures researched	Targets to measure efficiency developed and implemented		Research report
8.	CHANGE MANAGEMENT PLAN					
8.1	Identified stakeholder consultations: Activities:	Stakeholder consultations for CAPI conducted with impacted stakeholders including POs	<ul style="list-style-type: none"> - Change management plan developed - The impact of change/improvement for every sub-process (People, Systems, etc.) documented - Stakeholder consultations conducted on impact of change 	<ul style="list-style-type: none"> - Change management interventions implemented 		Change management plan Impact assessment report Attendance registers
8.2	Openness & transparency standards	None	<ul style="list-style-type: none"> - Communication plan developed 	<ul style="list-style-type: none"> - Communication plan implemented 		Communication plan & reports

Annexure A: Stats SA Service Delivery Model

General Mandate	Specific Mandate	Strategic Outcomes	Services/ products	Service beneficiaries		Current methods of service delivery	Analysis	Agreed method of service delivery improvement
To advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics To coordinate the production of official and other statistics among other organs of state	To advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics	Insightful data Agile operating model Interconnected statistical systems	Provide statistical information on: - Economy - Society - Environment Coordinate production of official and other statistics amongst organs of state by: - Providing statistical advice & support - Formulating statistical standards - Designating statistics as official. - Undertaking user paid surveys	- Organs of state (Incl. traditional leaders) - Businesses - Media - The public (Incl. respondents, gate keepers) - International bodies - Academic institutions - NGOs - Parliament - Constitutional institutions and major public entities - Other organisations	a)	Producing statistical information through: - Decentralised (GIF, CAPI & CATI) data collection from households - Centralised production (Processing & Analysis) - Centralised and decentralised dissemination	- CAPI collection has been disrupted by COVID-19. CAPI collection is costly but delivers better quality outputs - Due to COVID-19, CATI collection was introduced Reducing the response rate due to inadequate frame (Contact details) - In general, there is a decline in response rates (Access to high walled areas, security in high risk areas, etc.) - Fragmented/partially automated SVC - Insufficient dissemination platforms	Service delivery improvement through: - Introduction of Mixed Mode methodology for data collection - Automation of SVC - Introduction of Integrated Operations Model (IOM) - Re-engineering of the website. - Introduce use of alternative data sources - Publicity & advocacy strategy
	To provide for coordination between Stats SA and other organs of state that produce official or other statistics To inform: - Planning, - Decision-making or other actions; and - Monitoring or assessment of policies.	Transformed capability	Advance optimum use of official statistics		b)	- Centralised data collection (from businesses), production and dissemination - CPI collection use PAPI. In the process of testing CAPI	- Declining response rate (Fatigued respondents, COVID-19 impact, etc.) - Use of outdated collection methodology (fax, email, telephone, PAPI)	- Automation of SVC. - Introduce use of alternative data sources - Introduction of electronic data collection methods - Introduction of CAPI for CPI

General Mandate	Specific Mandate	Strategic Outcomes	Services/ products	Service beneficiaries		Current methods of service delivery	Analysis	Agreed method of service delivery improvement
To advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics To coordinate the production of official and other statistics among other organs of state	To advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics To provide for coordination between Stats SA and other organs of state that produce official or other statistics To inform: <ul style="list-style-type: none"> - Planning, - Decision-making or other actions; and - Monitoring or assessment of policies. 	Insightful data Agile operating model Interconnected statistical systems Transformed capability	Provide statistical information on: <ul style="list-style-type: none"> - Economy - Society - Environment Coordinate production of official and other statistics amongst organs of state by: <ul style="list-style-type: none"> - Providing statistical advice & support - Formulating statistical standards - Designating statistics as official. - Undertaking user paid surveys Advance optimum use of official statistics	<ul style="list-style-type: none"> - Organs of state (Incl. traditional leaders) - Businesses - Media - The public (Incl. respondents, gate keepers) - International bodies - Academic institutions - NGOs - Parliament - Constitutional institutions and major public entities - Other organisations 	c)	Producing statistical information through: Administrative records: <ul style="list-style-type: none"> - Centralised collection from organs of state for selective series 	<ul style="list-style-type: none"> - Unknown quality of registers - Statistical reports only at output level - Limited access to administrative records - Limited completeness and coverage of registers 	Service delivery improvement through: <ul style="list-style-type: none"> - Introduce SASQAF for administrative records incl. SASQAF light - Surveys that measure outcomes - Interoperable systems between organs of state
					d)	Statistical coordination through: <ul style="list-style-type: none"> - Centralised designation of statistics as official - Centralised and decentralised statistical advice & support - Centralised and decentralised user paid surveys - Centralised formulation of quality criteria and standards 	<ul style="list-style-type: none"> - Lack of National Strategy for Development of Statistics (NSDS) - Lack on National Statistics Plan - Lengthy SASQAF process - Statistical advice and support not institutionalised 	<ul style="list-style-type: none"> - Legislative reform to strengthen/introduce: statistical planning, statistical geography, state-wide statistical service and data revolution - Introduce phased-in approach for SASQAF - Prioritisation of statistical support to organs of state

Annexure B: Batho Pele Principles

Batho Pele is a Sesotho phrase which loosely translates to 'Putting People First'. It is an initiative that was adopted to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. The eight Batho Pele Principles as expressed in the White Paper on Transforming Public Service Delivery are:

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

Annexure C: Stats SA Service Standards

Statistics South Africa Service Standards

Who we are

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

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

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

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

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

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

Our vision, mission and values

Vision

‘Improving lives through data ecosystems’

Mission

To transform the production, coordination and use of statistics through optimisation, partnerships and innovation

Stats SA strategic goal and thrust

The overall organisational strategic goal of the strategy is to ***increase the supply and use of statistical information for better informed decisions*** by leading the statistical production and coordination in the data ecosystem through optimisation, innovation, partnerships and diversification.

Our culture and values

Our culture embraces diversity in thought and practice in order to guide our behaviour on the change and transformation journey. Our culture aims to align the purpose of staff members with that of the organisation. Our culture will help us to create the future that we want by ‘Embracing change and transformation’, ‘Driving powerful and meaningful engagements’ facilitated through ‘Ethical and collective leadership’.

Our shared values will help our employees and the organisation to grow and develop. Our values form the basis of our methods of work, the way we make decisions, and the way we interact with our stakeholders both internal and external. Our values are:

- ***Integrity:*** We take accountability for the quality of information delivered by striving to deliver products and services in a transparent and ethical way. We ensure that our products are fit for use and aligned to internationally recognised best practice;
- ***Empowering partnerships:*** We create opportunities for organisational and individual growth. We will treat each other with mutual respect and harness diversity to advance organisational effectiveness. We foster partnerships to achieve better coordination and collaboration; and
- ***Service excellence:*** We strive to deliver more 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 (Incl. traditional leaders)
- The public (incl. respondents, gatekeepers, users, etc.)
- The media
- Business
- The academic institutions
- 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 users who prefer face-to-face interface, telephonic/fax communication or/and email. Stats SA can be contacted at 012 310 8600 for telephonic 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: Users 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.
- Social Media: Users can access highlights of statistics through:
 - <https://www.linkedin.com/company/statssa>
 - Instagram handle: @statssa
 - Facebook and Twitter page: Stats SA

Our Service Standards

General Enquiries:

Our stakeholders will be attended to in a friendly and professional manner. Telephones will be answered and emails will be responded to during official working hours: 8:00 hrs – 16:30 hrs. Requests are classified as per below:

We shall respond to:

- Simple requests within 15 minutes
- Normal requests within 24 hours
- Complex requests within 5 working days
- Special data requests as per agreed timelines with the user

Our product standards:

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

We shall strive to:

- Provide an advance release calendar for at least the following month on the website
- Publish all statistical releases and reports with an annual weighted turnover 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

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 strive to:

- 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

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
- Respond to 90% of system development support required on time (as per schedule)
- Respond to 90% of methodological support required on time (as per schedule)
- Meeting 90% of service level standards (network, email, helpdesk, files storage and website) on time

Corporate support:

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

Stats SA contact details

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

Head Office

(Pretoria)

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Provincial Offices

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Free State (Bloemfontein)

Ellen Gaborone Building Rocklands Bloemfontein

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Gauteng (Johannesburg)

284 Oak Avenue c/o Oak and Harley Ferndale Randburg

Tel: (011) 781 3506

KwaZulu-Natal (Durban)

3rd & 4th Floor On Field Building, Joe Slovo Street Durban

Tel: (031) 360 0600

Limpopo (Polokwane)

29 Bodenstein Street Ivory Route, Corporate Park Building Polokwane

Tel: (015) 295 3300/1/2/3/5

Mpumalanga (Nelspruit)

17 Henshall Street Second Floor, Stats House Nelspruit

Tel: (013) 754 0600

Northern Cape (Kimberley)

Old Standard Bank Building, Cnr Lennox & Du Toitspan Roads, Kimberley

Tel: (053) 802 6800/01/06

North West (Mmabatho)

Shop No. 55 North Entrance Mega City James Moroka Drive Mmabatho

Tel: (018) 384 2877/8/9

Western Cape (Cape Town)

3rd Floor, Liberty Building, 22 Long Street, Cape Town

Tel: (021) 481 5500

Annexure D: Root Cause Analysis

People: <ul style="list-style-type: none"> - Over-stretched (Increasing vacancies) - Minimal critical skills capacity - Minimal growth opportunities - Capacitated frontline officers - Unclear roles & responsibilities 	Processes: <ul style="list-style-type: none"> - Fragmentation - EA and BPM Initiatives - Minimal process quality measures - Limited SOPs - Minimal change management - Undocumented - 	Products: <ul style="list-style-type: none"> - Declining RR - Lack of frequent lower level data - Timeliness - Uncertainty of quality of admin records - Data gaps (IIF) - Unmonitored implementation of statistical standards 	Identified Problem: <ul style="list-style-type: none"> - User needs not fully met <ul style="list-style-type: none"> • Quality at risk • Lower level data • Accessibility of data - Fragmentation processes and uncoordinated innovation projects leading to inefficiencies and duplications - Uncoordinated stakeholder management
Technology: <ul style="list-style-type: none"> - Introduction of new collection methods - Website re-engineering initiative - Introduction of automation - Technology evolution 	Governance and administration: <ul style="list-style-type: none"> - Unqualified audit - Leadership – mostly acting personnel - Declining fiscus - Minimal contingency plans - Immeasurable ROI for strategic initiatives - Misaligned structure & resources 	Stakeholders: <ul style="list-style-type: none"> - Annual USS conducted - Collaboration efforts to increase participation - Unmet stakeholder needs - Unclear complaints management - Fragmented stakeholder management 	

Annexure E: Stats SA 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

Improving lives through **data ecosystems**

Mission

To transform the production, coordination and use of statistics through optimisation, partnerships and innovation

Strategic goal

To increase the supply and use of statistical information for better informed decisions by leading the statistical production and coordination in the data ecosystem through **optimisation, innovation, partnerships and diversification**.

Organisational culture



Our culture embraces diversity in thought and practice in order to guide our behaviour on the change and transformation

Organisational values



Integrity



Empowering partnership



Service excellence

Stats SA key services



Economic statistics



Population statistics



Statistical services, support and advice

Our conduct when interacting with the public

When collecting data, Stats SA staff must:

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

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

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

Our service standards

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

- Simple requests will be responded to within 15 minutes
- Normal requests will be responded to within 24 hours
- Complex 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)
- Continental: African Statistics Charter
- Internationally: Fundamental Principles of Official Statistics

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

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

About our products, please contact:

User Information Services:
012 310 8600
Fax: 012 310 8500
Email: info@statssa.gov.za

Main switchboard:

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

Physical address:

ISibalo House, 75 Koch Street, Salvokop,
Pretoria, 0002

Postal address:

Private Bag X44, Pretoria, 0001

Accounting Officer's Declaration:

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


Signature

