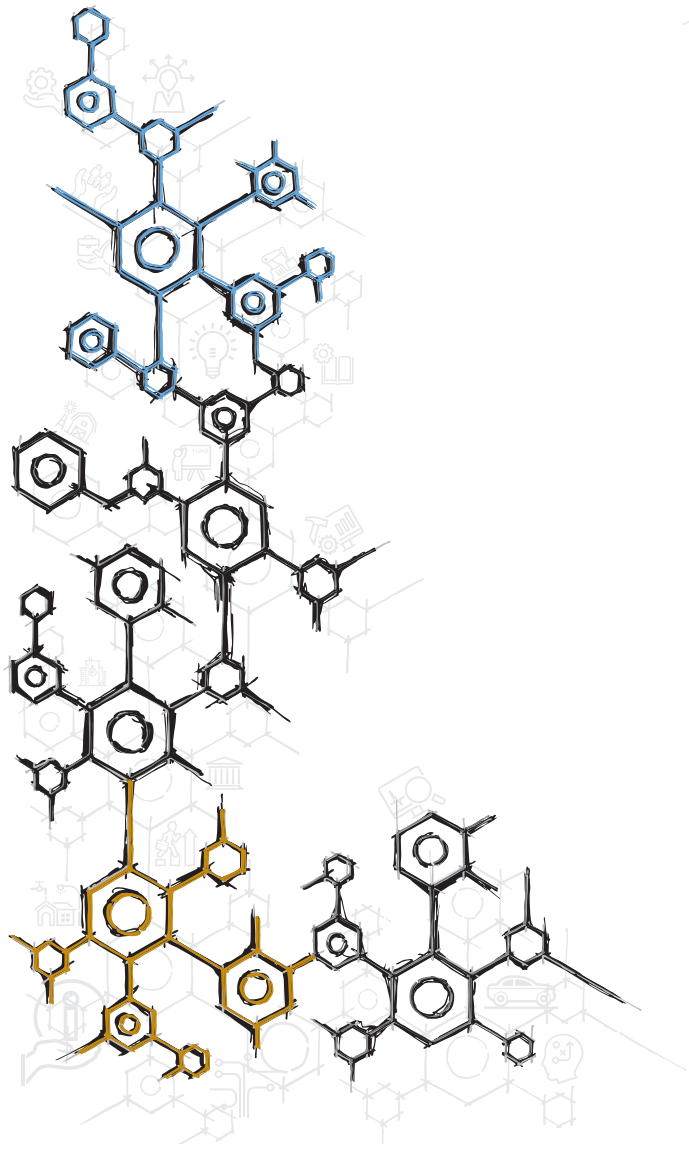
STRATEGIC PLAN

2020/2021 – 2024/2025



stats sa

Department:
Statistics South Africa
REPUBLIC OF SOUTH AFRICA

2030 NDP

Strategic Plan
2020/2021 – 2024/2025

Statistics South Africa
Risenga Maluleke, Statistician-General

Strategic Plan 2020/2021 – 2024/2025

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Contents

Glossary

No.	Word or Phrase	Definition
i.	Data ecosystem	The data ecosystem is defined as a complex network or interconnected system. It is an evolving system where emerging digital technologies have given rise to new and non-traditional data sources and new analytical methods which 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.
ii.	Integrated indicator framework (IIF)	The IIF consists of development indicators from the SDGs, Agenda 2063 and the NDP.
iii.	Stakeholders	Stakeholders of Stats SA include suppliers of data, producers and users of statistical information.
iv.	Work Programme	The Work Programme, as captured in the Statistics Act, refers to the Annual Performance Plan (APP) of Stats SA.
v.	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.
vi.	Agile 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 efficient.
vii.	Interconnected system	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.
viii.	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.
ix.	Citizenry	Citizens of a place collectively, but in this case, citizens holding politicians accountable through relevant information from Stats SA.
x.	Bi-modal	Bi-modal approach is the practice of managing two separate but coherent improvement initiatives towards digital transformation. One is focused on predictable methods of improving efficiences, systems and is less risky. The other is exploratory, more risky and is about finding new solutions.
xi.	Digital transformation	Digital transformation is the integration of digital technology into all areas of an organisation, changing how we operate and deliver value to users while staying relevant in an ever-changing digital economy.

Foreword by the Minister

Honourable members of the National Legislature, it is my honour to take this opportunity to present Statistics South Africa's (Stats SA) 5-year strategic plan, consummated through hard work by the leadership and staff of the organisation as a whole.

I am filled with expectation and satisfaction with this presentation of the strategic plan because I am fully aware that it is a product of intense thinking and forward looking from the leaders of this institution. It is a blueprint that carries forward the work arising from the 2015–2020 strategy, which reaches fruition at the end of the 2019/20 financial year.

May I unequivocally point out that this strategy is in harmony with what the rest of government is thinking, taking from the vision presented by the President in the State of the Nation Address in February 2020. It is in tandem with the injunction of building a capable state that has the ability to develop the country in order to meet the Sustainable Development Goals, as well as our own National Development Plan (NDP). The state will continue to put its faith in a capable Stats SA to be a torchbearer in the production of official statistics so our actions and commitments as government, captains of industry and commerce, labour and civil society can pass scientific rigour. This strategic plan is in congruence with the seven strategic priorities of the government over the next five years, namely: (i) Economic transformation and job creation; (ii) Education, skills and health; (iii) Consolidating the social wage through reliable and quality basic services; (iv) Spatial integration, human settlements and local government; (v) Social cohesion and safe communities; (vi) Building a capable, ethical and developmental state; and (vii) Building a better Africa and the world.

The seven priority areas will remain a clarion call to all in government over the next five years as we work to deepen transformation and the continuum to a national democratic society. In the light of the foregoing, it goes without saying that to realise the objectives set out by the president, all structures of government have to coalesce, and I will hasten to say that this plan is in concert with the president's call.

Notably, the vision over the next five years will, in this regard, be about "improving lives through data ecosystems". The future of policymaking and implementation is upon us and experience has taught us that without measurement, our boat will not sail far. To this end, I implore all of us to gravitate towards the use of statistics, as it is the only way that we can measure the impact of legislation and policy from this august house. Planning, monitoring and evaluation of our national programmes should also be based on empirical evidence. In contemporary times, the common talk is that of the 4th Industrial Revolution that is upon us and I am confident that Stats SA, as a pathfinder of our nation, will be the beachhead of this revolution so that it can improve response times and narrow the gap between collection and dissemination. It is a truism that the next phase of the data revolution is going to expand the reach of statistics as well as the generation of small area statistics.

Stats SA has a desire to increase the coverage of statistics to ensure that we can use statistics to shine a light on the successes and challenges of our local government, in the advent of the District Development Model. This strategy will enable us to be more innovative by deploying an agile operating model so that our society can reap the benefits of the insightful data that we envision to be the bedrock for success. This strategic plan is an effective instrument to ensure that the rest of government can benefit from statistical data in order to monitor the achievements of the goals of the NDP. The NDP has set higher standards for the fulfilment of the national democratic society and, in this regard, measurement as carried out by Stats SA will remain a roadmap.

The new five-year strategic plan is not just a set of promises, but real actions that will see the elevation of statistics for evidence-based decision-making both in government and society in general. To meet this goal it is envisaged that all stakeholders, including suppliers and producers of statistics, will be enjoined through a social compact so that we can see more collaboration among all sectors and actors. Consequently, this cooperation will result in high-impact statistical production and use, thus co-creating value in the data ecosystem.

In conclusion, let me take this opportunity to thank the Statistician-General and the entire leadership of Stats SA for setting the organisation on this strategic roadmap. Let me also appreciate the role of the South African Statistics Council, chaired by Professor David Everatt, for their steady hand in advising all of us.

Mr Jackson Mthembu
Minister in the Presidency

Foreword by the Chairperson of the Statistics Council

If necessity is the parent of invention and innovation, then financial constraints are forcing Stats SA to innovate, as this document shows. However, there is a finite limit to what is possible when the funding restrictions placed on Stats SA by government mean the institution cannot hire or promote, has a 20% vacancy rate, and is cutting sample sizes and merging products to try and remain agile and responsive, while fighting enormous odds.

The South African Statistics Council recognises that Stats SA is one of the few government organisations that, through its adherence to international best practice in statistics, still manages to reinforce high levels of trust locally and internationally. The current challenges facing Stats SA make the conditions under which it operates counter-productive and it has to struggle very hard to maintain its reputation for statistical excellence, and it battles to find a sympathetic ear in the South African government. It is against this backdrop that Council applauds Stats SA's decision to alter its medium- and short-term plans to positively respond to its challenges – necessity has driven innovation, but innovation as we noted above, has its limits. We are unsure if Stats SA can manage this creative approach after one more year of catastrophically low funding and lack of new staff.

There are significant changes in the external environment, most obviously the fact of 'big data' and data harvesting, on-going discussions and debate around what makes for quality, representative data, and the impact of technology. Stats SA has embraced many of these – most notably the on-going switch to a digital environment from the point of data capture to dissemination – and is continually trying to better serve government, the people, the private sector, multilateral institutions and others. The demand for quality data to allow evidence-based decision-making has never been stronger – and the presence of poor quality, harvested but unverified data, has never been so widespread. Stats SA is the natural South African leader in the field, but is directly hamstrung by a refusal to increase funds, a freeze on all posts, and so on.

Council fully agrees with Stats SA's new vision of 'Improving lives through data ecosystems' as well as its new mission of 'Transform[ing] the production, coordination and use of statistics through optimisation, partnerships and innovation.' This will involve greater use of digital technology in the collection of raw data to reduce time to market as well as cost, greater user-friendliness in accessing data, careful assessment of which technologies to invest in to best achieve these goals, and partnerships with strategic entities in the state, the private sector, and internationally.

In the new vision, four strategic outcomes are key:

- Insightful data;
- An agile operating model;
- Interconnected statistical systems; and
- Transformation.

Council will fulfil its mandate of overseeing the work of Stats SA in these and other areas. Stats SA is in an awkward spot, where demand for its services and data is increasing, but its budget remains highly constrained and thus limits its ability to respond to demand. As such, Stats SA has decided to focus on performing at a high level on a fewer set of targets than in past years. This is both good practice – not spreading the organisation's skills too thinly across multiple areas – but is also based in the current reality of a growing vacancy rate and government under-funding, combined with a freeze on posts. The inability to hire new staff or promote internally means that the organisation increasingly must rely on the skills it can retain and thus focus on objectives that remain crucial to the economy and society, and which Stats SA can do with confidence.

Professor David Everatt
Chairperson of the South African Statistics Council

Introduction by the Statistician-General

"Unless we adapt, unless we understand the nature of the profound change that is reshaping our world, and unless we readily embrace the opportunities it presents, the promise of our nation's birth will forever remain unfulfilled." (President Cyril Ramaphosa, 2019).

Digital disruptions are changing the world. Revolutionary advances in technology are reshaping the way data and information are sourced, generated and disseminated.

National statistical offices (NSOs) are directly affected, as many of our outputs can easily be replaced by unofficial reports sourced from digital and new data players in the market. Official statistics are under threat, as they are in contrast to the fast-paced modern world which provides instant solutions. The digital economy offers innumerable opportunities, providing an influx of data that can be harvested from various digital platforms at any given point in time. There is, however, little incentive to share the information.

User needs for data and information to address the socio-economic challenges in the country are growing exponentially. The system of national statistics in South Africa is currently not fully responding to the country's diverse and wide-ranging information needs. The system must seek opportunities that will capitalise on these diverse and new data sources as a solution to the country's information gap, but it will necessitate extraordinary intervention and investments. The data ecosystem provides an opportunity for statistical systems to redefine their business models, embracing new participants that are more agile than current conventional data producers.

A new strategic direction: As we envisioned the future, we were faced with the following key strategic questions: 'How do we remain relevant and responsive to user needs within a declining budget?' 'How will we respond to disruption?' 'How will we disrupt the industry?' 'How do we adapt and embrace opportunities that will transform the way we work?' Radical rethinking of the future and the transformation of our business model is required to keep up with the times of change and to act on disruptions and opportunities in the environment or risk becoming extinct.

This Strategic Plan sets out an ambitious path of embracing an evolving data ecosystem that transforms the way we work and the way we lead the statistical system in the country to be responsive to growing user demands for sustainable development.

We will embrace new partnerships and data sources to strengthen the statistical information system in the country. We will invest in research and deeper data analysis for new and better insights. We will explore innovative and revolutionary methods, processes and technology to transform our processes. We will ensure that adequate technical capability is built for the future. Adapting to the changing environment will require a mindshift from leadership and staff to work together on these new challenges and a new future.

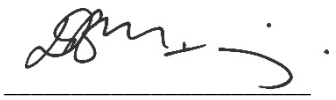
We have managed to deliver on our mandate over the past few years within a declining budget, and for that I thank Stats SA staff for their commitment and hard work. I would also like to express my appreciation to the Minister in the Presidency, Honourable Jackson Mthembu, who has been at the forefront to sustain the work of Stats SA and maintain its independence. By the same token, let me appreciate the role of the South African Statistics Council, chaired by Professor David Everatt, for providing the inherent advisory role on official statistics in our country.

Risenga Maluleke
Statistician-General of South Africa

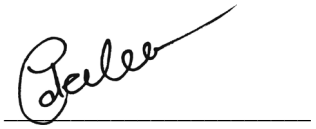
Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of Statistics South Africa under the guidance of Minister in the Presidency, Honourable Jackson Mthembu
- Takes into account all the relevant policies, legislation and other mandates for which Statistics South Africa is responsible
- Accurately reflects the Impact, Outcomes and Outputs which Statistics South Africa will endeavour to achieve over the period 2020/2021 to 2024/2025



Bheki Mathumjwa
Chief Financial Officer



Celia de Klerk
Head: Strategic Planning

Risenga Maluleke
Statistician-General of South Africa

Approved by: 

Jackson Mthembu
Minister in the Presidency

Part A:

Who are we?

1. Introduction

Globally, disruption is intensifying. The world is changing and the impact is touching national economies, sectors, companies, societies and the environment. The digital and data revolution is disrupting all industries, creating fundamental changes in the way organisations and ecosystems operate.

Official statistics play a key role in modern society. It provides information on all important aspects of the economy, society and environment in an impartial way, and according to the highest scientific standards. It is used in public discourse, forms the basis of policy decisions, is required for business use, feeds scientific research, and is used to monitor and evaluate development and progress.

The advent of big data and innovative technologies are expected to have a major impact on national statistics offices (NSOs) whose core business is the production and analysis of data and information. We are observing an unprecedented demand for robust, reliable and real-time data. As a result, the production of data is increasingly under the microscope accompanied by, on the one hand, strong scrutiny of its power to shape policies and public perception, and on the other, innovative tools and approaches to close critical data gaps and expand knowledge and insights.

What should the role of NSOs be in this era of big data where there is a demand for fast and quick answers? Will official statistics still be relevant and have a role to play in the next 20 years? Or will it be overtaken and disrupted by new entrants and startups in the evolving data ecosystem that are able to respond with speed and agility using innovative technologies and methodologies? These are some of the key questions the new strategy aims to address.

The statistics system in South Africa is currently not fully responding to the country's diverse and wide-ranging information needs. The digital economy is flooding stakeholders with information produced by other data producers in the data ecosystem. It is therefore important for Stats SA to seek opportunities and partnerships that will capitalise on these diverse data sources as a solution to the country's information gap, but this will necessitate extraordinary intervention and investments. The data ecosystem provides an opportunity for statistical systems to redefine their business models, embracing new participants and offering new services and products.

In order to bridge the data gap and to keep up with the changes and disruptions in the external environment, Stats SA will prioritise over the next five years:

- Sustaining the quality of national indicators to inform evidence-based decisions and bringing new insights to users;
- Driving legislative reform to strengthen statistical coordination in the country; and
- Driving a transformation and change agenda to optimise, innovate and diversify the operations and capability of the organisation in the data ecosystem.

1.1 The purpose of the Strategic Plan 2020/2021 – 2024/2025

The 5-year Strategic Plan defines the new direction of Stats SA, taking advantage of the data and digital revolution which provides a variety of alternative data sources and partners that can close the existing data gap.

The plan serves as an agreement on intended outcomes and outlines the organisation's direction in response to the external environment, including the renewed government priorities outlined in the Medium Term Strategic Framework (MTSF), the 5-year National Development Plan (NDP) Implementation Plan and other relevant frameworks. The strategy will guide the annual Work Programme and resource allocation over the next five years.

The 5-year strategy outlines:

- Our mandate: Describes *'Who are we?'*. It defines our legislative mandate and outlines the strategic importance of Stats SA.
- Our strategic focus: Describes *'Where do we want to be?'*. It envisions the future and the impact of our efforts.
- The situational analysis: Describes *'Where are we now?'*. It discusses the current statistical production environment in the country, outlining global statistical developments, as well as achievements and challenges in Stats SA.
- Measuring our performance: Describes *'How we are going to get there?'*. It outlines what we wish to achieve over the next five years, the strategic initiatives we intend to take and the key risks we are facing.
- Monitoring our performance: Describes *'How do we measure our performance?'*. It outlines how we wish to monitor performance over the next five years captured as Technical Indicator Descriptions (TIDs).

2. Our mandate

2.1 The Statistics Act

Stats SA is a national government department accountable to the Minister in the Presidency. The activities of the department are regulated by the Statistics Act (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–

a) The Minister whose role is to prioritise the Work Programme of Stats SA and approve or disapprove the inception, variation or discontinuance of statistical collection, other than Stats SA;
b) The appointment of a Statistics Council whose role is to advise the Minister and the Statistician-General on any matter relating to official statistics and statistical coordination. It further has a responsibility to promote and safeguard official statistics in the country; and
c) 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, society and environment by:

- Administering the Act;
- Determining and exercising final responsibility regarding the implementation of the Work Programme of Stats SA including the collection, compilation, analysis and dissemination of official statistics;
- Developing and maintaining databases for national statistics on businesses and enumeration areas;
- Designating statistics as official of Stats SA and other organs of state; 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 among 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
- Advancing the quality, consistency, comparability and optimum use of official statistics and avoid unnecessary duplication.

2.2 Other legislative and policy interdependencies

There are several legislative and policy frameworks governing the statistical system nationally and globally.

At a national level, South Africa has developed a National Development Plan (NDP) that aims to address the triple threat of poverty, unemployment and inequality. The NDP, MTSF and 5-year NDP implementation plan have set targets and goals to guide implementation and track progress and development.

At a global level, the United Nations (UN) has adopted the Fundamental Principles of Official Statistics in order to safeguard official statistics and guide national statistics offices in their work (see Annexure A). The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The International Monetary Fund (IMF) developed the Special Data Dissemination Standard (SDDS) to guide countries that seek access to international capital markets. The standard provides international best practice for disseminating socio-economic and financial data to the public. South Africa is a signatory to the SDDS.

The G20 (or Group of Twenty) is an international forum for the governments and central bank governors from 19 countries and the European Union (EU) with the aim to discuss policy pertaining to the promotion of international financial stability. Official economic and financial information play a critical role in policy discussions and decisions that affect policy outcomes in countries.

The five major emerging national economies, namely Brazil, Russia, India, China and South Africa (BRICS), have established a partnership representing over 3,1 billion people, or about 41% of the world population and a combined nominal GDP of about 23,2% of the gross world product. The BRICS mechanism aims to promote peace, security, development and cooperation. It also aims at contributing significantly to the development of humanity and establishing a more equitable and fair world. Official statistics by BRICS countries play a critical role in policy discussions by heads of state.

At a continental level, the African Union Commission has adopted the African Charter on Statistics to guide African Statistical Systems in relation to best statistical practices and principles (see Annexure B). In 2015, African leaders adopted the policy framework, Agenda 2063, as the continent's new long-term vision that aims to optimise the use of Africa's resources for the benefit of the continent's people. The Community of Practice (CoP) on Agenda 2063 includes targets and goals for the first ten years of Agenda 2063 implementation.

These policy frameworks present a growing need for statistics that are comparable across countries. Stats SA developed an integrated indicator framework (IIF) in order to align the demand for statistical information across policy frameworks.

In South Africa, there are various other legislations that may impact on the supply and use of statistical information, including:

- Deeds Registries Act No. 47 of 1937 (Deeds Act)
- Tax Administration Act No. 28 of 2011 (the TAA)
- National Health Act No. 61 of 2003
- Births and Deaths Registration Act No. 51 of 1992
- Tourism Act No. 3 of 2014
- Spatial Data Infrastructure Act No. 54 of 2003

2.3 Institutional policies and strategies over the five-year planning period

Stats SA has embarked on a process to review the statistics legislation in the country. The Amended Statistics Act will be passed and implemented over the next five years.

Stats SA will focus on the following strategies over the five years to enable implementation of the strategic plan:

- National Strategy for Development of Statistics (NSDS)
- Digital transformation strategy
- Integrated ICT strategy
- Integrated communication and marketing strategy
- Skills development strategy
- Transformation and change agenda

Part B:

Where do we want to be?

Our strategic focus

Stats SA's vision, mission and values form the basis of our strategy.

3. Vision

'Improving lives through data ecosystems'

4. Mission

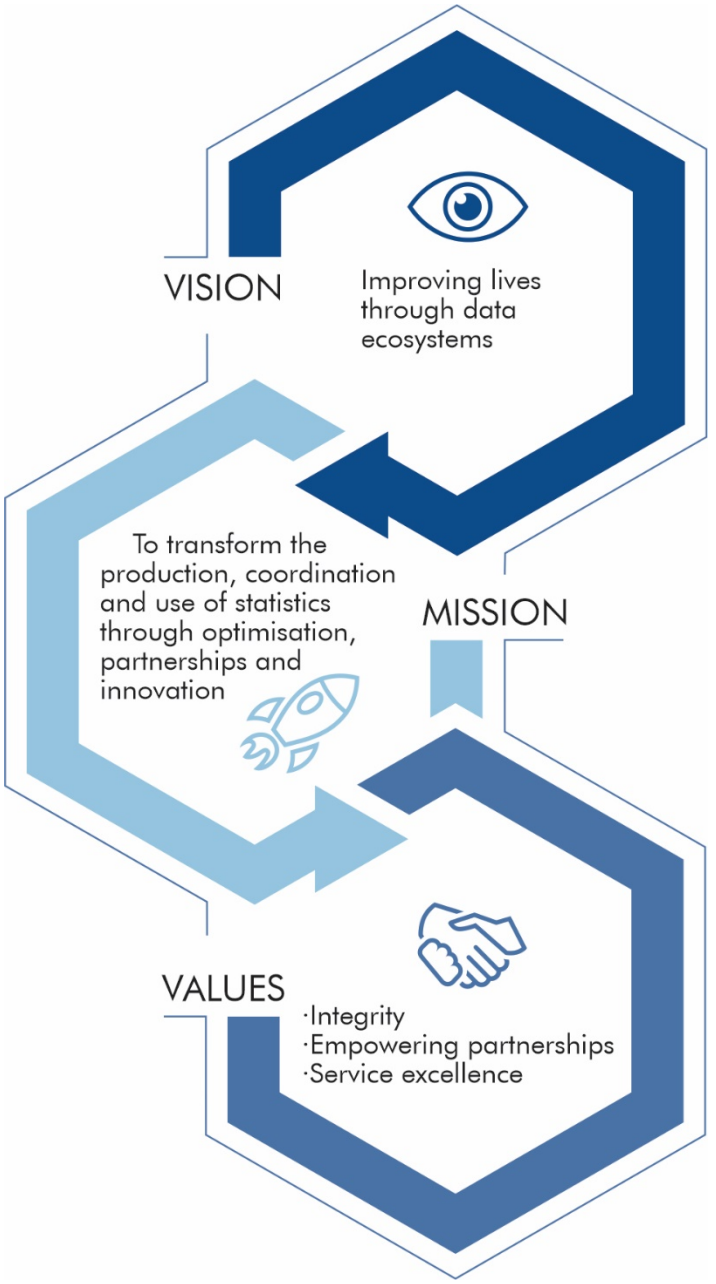
'To transform the production, coordination and use of statistics through optimisation, partnerships and innovation'

5. 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 user needs through operational excellence and value for money, and by continuously increasing our productivity through innovation.


VISION
Improving lives through data ecosystems
To transform the production, coordination and use of statistics through optimisation, partnerships and innovation
MISSION
VALUES
·Integrity
·Empowering partnerships
·Service excellence

6. 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 bi-modal 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 80% of statistics meet the 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.

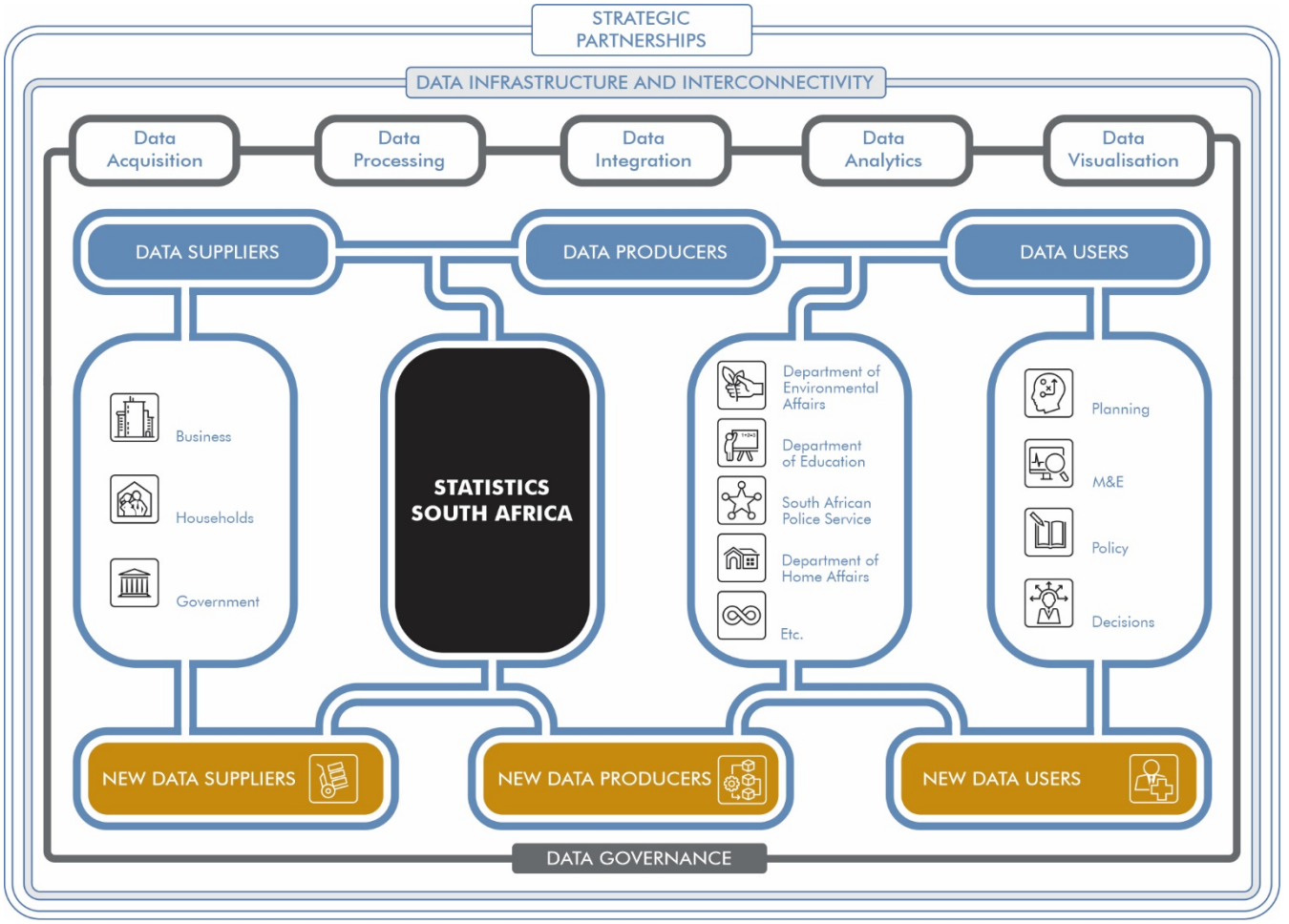
"In strategy it is important to see distant things as if they were close and to take a distanced view of close things" Miyamoto Musashi

Data ecosystem

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.



Part C:

Where are we now?

7. Situational analysis

"Data are the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time; designing, monitoring and evaluating effective policies becomes almost impossible." (A World That Counts, UN, 2014).

Defining a sound strategy so that the organisation can compete and thrive in the fast-changing world is critical to maintain relevancy in the future. A comprehensive scan of the environment was undertaken to assess the readiness of the organisation to respond to key drivers and disruptions in the external and internal environment.

7.1 External environment

National statistics offices (NSOs) are globally disrupted by changes from the external environment, posing both threats and opportunities to their future relevance. The reality is that official statistics as defined, are under threat as it is in contrast to the modern world of getting things done.

7.1.1 Political environment

South Africa has adopted the National Development Plan 2030 as the lodestar to create a better life for all. The 6th administration has adopted a Medium Term Strategic Framework (MTSF 2019–2024) guiding the 5-year implementation and monitoring of the NDP in line with the seven priorities to put the country on a positive trajectory towards the achievement of the 2030 vision. Key objectives of the MTSF are to:

a) Focus on building a constitutional democracy, building institutions, safety net and broadening access to services;
b) Address the triple challenge of poverty, inequality and unemployment;
c) Pave the road to undoing structural pillars of apartheid which produced multi-generational impoverishment of Blacks in general and Africans in particular;
d) Rid society of fundamentals of segregation, exclusion, discrimination, oppression and marginalisation of our people form the benefits of democracy and prosperity; and
e) Maximise access to resources, skills, opportunities and assets for all South Africans to realise their full potential.

A new district-based model of development and service delivery has been launched in South Africa as a key intervention for service delivery. It is a new integrated planning model for cooperative governance that seeks to be a new integrated, district-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate. The statistical information needs to inform the District Development Model (DDM) are not reflected in the current measurement agenda of Stats SA.

At a global and continental level, member countries of the UN and the AU have adopted the SDGs and Agenda 2063 policy outcomes towards driving sustainable development. These policy agendas form the basis of measurement of national indicators in South Africa. New and emerging priorities that require measurement over time will need to be incorporated in the IIF and NSDS to ensure responsiveness to various global developmental agendas and country priorities.

7.1.2 Economic reality

"If we look after what we sow, and what we have ploughed and laboured over so tirelessly, since the founding of our democracy, it will grow and the seed will bear fruit. However, if we abandon our fields, the seeds we plant will wither."(Minister of Finance: Budget Speech, 2019)

South Africa, during the times of plenty, introduced a number of policies to drive the country's economic growth while attempting to negate inequalities created by previous government systems. The country is currently facing a serious economic crisis with problems in different sectors resulting in slow or negative economic growth. The challenges imply that there is little scope for any significant fiscal or monetary stimulus. Citizens and government sectors, including Stats SA, are also negatively affected, and this is putting the quality of basic statistics at risk, as compensation of employees has become unaffordable.

Knowing and understanding the state and structure of the economy is important to design the right economic policies and programmes to stimulate economic growth. To this end, data is essential. The lack of economic data at a lower level remains a concern as it does not allow municipalities and districts to adequately plan for economic development.

7.1.3 Societal changes

Rapid urbanisation presents both opportunities and threats to the well-being of societies. It has drastically created an unbalanced population mass with the proportion of South Africans living in rural areas falling from 41% in 2006 to 36,5% in 2015 (SA Poverty & Inequality Report, 2018). These changes, coupled with other South African societal developments, have led to several behavioural and cultural changes across races. Family structures and lineage value have shifted from what it used to be more than 20 years ago. Family sizes have dropped with the total fertility rate (TFR) declining from 2.66 in 2008 to 2.32 in 2018 (Stats SA, 2019). Society's attitudes towards work, leisure, career and retirement have changed, and citizens are more health conscious, causing them to change their eating habits, which has led to an increased life expectancy.

The advancement of women's socio-economic empowerment and the promotion of gender equality is at the centre of SA developmental agendas. Stats SA, in partnership with the Department of Women, Youth and People with Disabilities (DWYPD), the World Bank and other stakeholders, are embarking on a focused study to address issues of harmonisation, develop the Disability Inequality Index (DII), and research the possibility of running a disability survey. Stats SA's outputs will take into consideration these societal changes by timely providing decision-makers with relevant data, enabling them to introduce and deploy public services and programmes that will improve the lives of SA citizens.

7.1.4 Technology changes

Every government or private sector organisation that makes use of the internet or digital platforms to operate and deliver services, generates data that can potentially be harvested. The evolution of technology has distorted both the physical and virtual world across sectors, making digital transformation a trending topic on all platforms. In the next five years, the focus of global organisations will be mainly on technological themes such as process and business modernisation, ICT security, digital transformation and enterprise architecture. The registered strategic focus on digital transformation is the first step, but the reality of digital transformation is another, and many sectors are grappling with the changes and challenges it presents.

A Presidential Commission on the Fourth Industrial Revolution (4IR) has been established in SA to assist government in taking advantage of the opportunities presented by the digital industrial revolution. The commission is tasked to identify relevant policies, strategies and action plans that will position South Africa as a competitive global player. The government has further developed a public service digital transformation strategy to facilitate an innovative public service that leverages on technology to improve internal operations and citizens' experience. A Cloud-First policy has been adopted as one of the core building blocks towards digital transformation. The policy will enable public sectors to be more flexible and scalable in cost and actual physical space.

Stats SA will be taking advantage of new and innovative technologies offered by the digital revolution.

7.1.5 Environmental changes

Key environmental change drivers emanate from changing population dynamics and economic development. South Africa – similar to other countries around the globe – is experiencing serious environmental changes whose impact, if not properly monitored, will soon exceed the ability of the environment to absorb. Key environmental concerns and challenges that could soon become a threat include climate change (global warming), air, water, land and soil pollution, and others. There are public and private sectors that are responsible to manage these environmental changes and have valuable data that can be processed to give better insight to policymakers.

The United Nations issued the 2012 System of Environmental Economic Accounting (SEEA), which is a framework that integrates economic and environmental data to provide a more comprehensive and multipurpose view of the interrelationships between the economy and the environment. In the past, Stats SA compiled a compendium of economic environmental accounts, which was discontinued in 2016/17 due to financial constraints. The importance of environmental statistics is evident in both the national and global policy agendas, as it influences the measurement of the wellbeing of citizens.

7.1.6 Industry changes

Data has become a major resource globally, offering enormous opportunities for citizens, businesses and governments to make better informed decisions and develop innovative solutions for countries.

Several NSOs and other statistics agencies across the globe have embarked on various initiatives and innovations to respond to many opportunities and threats that the digital and data revolution offers. These industry trends in the statistics sector include:

- *Data acquisition:* Explore use of alternative data sources including private sector data sources through partnerships with new entrants in the data ecosystem. To harness this new data, corporates are introducing multimode approaches to create a space for exploratory activities, testing and validating new initiatives before deploying them in the production environment.
- *Data integration:* Linkage of different data sources and statistical systems. Geospatial capability offers countries opportunities to enhance statistical products by integrating information to geo-location.
- *Data analytics:* Exploring alternative methodologies and technologies to analyse big data and seeking data-driven analytical capabilities to give insight to acquired information.
- *Data visualisation:* Innovating dissemination methodologies and platforms to increase use of data and statistics.

These new trends call for a different cadre of capabilities – such as data science and data analytics – that are able to convert such raw or base data into statistics ready for use in decision-making, whether to inform Stats SA methodologies, processes or those of policy planning, monitoring and evaluation.

7.1.7 Partnerships

It is becoming critical for NSOs to build their partnerships beyond public sectors. The data ecosystem consists of participants that produce different forms of unofficial statistics, as well as data analytical experts that use data from NSOs and other data producers to produce statistics that are more relevant for users. There is an opportunity for Stats SA to embrace these participants and not view them as competitors to drive production of statistics in the data ecosystem, while building distributed and diverse capacity/expertise and enabling access. The SG has minimal mandate to access such data at no cost, and this is currently a barrier in the expansion of partnerships with stakeholders in the SA National Statistics System (NSS). Stakeholders want to know "what is their gain in the statistics game". Stats SA will implement the amended Stats Act and clearly outline its strategic intent to build partnerships in the data ecosystem.

The modern world requires data that respond to issues at hand on time and location, which is available in the form of big data and can be sourced through technology platforms owned mostly by private sectors such as banks, retailers, communication companies, etc. Accumulation of insights based on such digital data is monetised by private sectors with little or no incentive to share their data. Governments should see these opportunities and unlock them for NSOs through legislation before future battles between those who believe in public knowledge and those who will be profiting from its disintegration.

7.1.8 Legislative changes

Statistics is governed at the global level by the UNCS through the Fundamental Principles of Official Statistics in order to safeguard official statistics and guide national statistics offices in their work. At a continental level, the African Charter on Statistics also outlines six best practice principles in line with the UNCS principles (see Annexures A and B for both the global and continental principles). The International Monetary Fund (IMF) as part of its responsibility to ensure the stability of the international monetary system, has developed the SDDS that drives a sound statistical system around the world. South Africa is a signatory of the SDDS and complies with the dissemination standards.

The Department of Government Communication and Information System (GCIS) issued the Promotion of Access to Information Act (PAIA) of 2000 to 'foster a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information'. To protect personal data, the Department of Justice and Constitutional Development (DoJ&CD) issued the Protection of Personal Information (POPI) Act of 2013 to ensure that all South African institutions conduct themselves in a responsible manner when collecting, processing, storing and sharing another entity's personal information. Other sectors have developed by-laws governing management of their information, presenting a vacuum within the data ecosystem of a regulatory body or legislation to manage datasets and access thereof for the purposes of statistics and research in the country.

7.2 Internal environment

The internal environmental analysis included an intensive analysis and review involving staff members at all levels in order to identify weaknesses and strengths within the organisation. A number of challenges and successes were noted across the statistics value chain and are discussed below.

7.2.1 Service delivery and business operating model

Stats SA's service delivery model is based on the core mandate as outlined in the Statistics Act, namely the production and coordination of official and other statistics.

Statistical coordination: Section 14 of the Statistics Act outlines the responsibility for statistical coordination in the country.

Stats SA's objective to lead the development and coordination of the national statistics system in South Africa is hampered by current resource constraints. In addition, the Statistics Act (Act No. 6 of 1999) provides a limited mandate for the SG to access administrative records or any other data at no cost, leading to minimal stakeholders desire to participate in the NSS.

According to the Statistical Capacity Development Outlook 2019 published by Paris21, 'Countries need to prioritise the holistic development of their statistical systems.' Stats SA has, however, not yet developed the National Strategy for Development of Statistics (NSDS) and the sector strategies for the economic and social statistics subsystems due to dependency on the finalisation of the amendment to the Statistics Act. The revised Act makes provision for the participation of partners in the statistics system in the development of the NSDS. The integrated indicator framework (IIF), which is meant to align statistical information needs from global to municipal level, with the National Development Plan at the centre of the framework, will form the basis of the NSDS.

Statistical production: Stats SA's operating model is reflected in the statistical value chain (SVC). An assessment of the efficiency and effectiveness of the SVC was conducted with the following key findings:

Operating model: The current operating model has served the organisation well over the past decade to deliver basic quality statistics. More than 250 statistical products are published annually, but the mode of operation is dated and expensive and therefore not sustainable in a declining financial environment.

Demand and supply: The growing demand for data and information far exceeds the supply of official statistical information, especially at lower levels of geography and industry and frequency of product offerings. Stats SA's current business model within the current funding constraints, which led to the discontinuation of most value-add products, will therefore not be able to be responsive to growing user demands without pursuing strategic partnerships within the data ecosystem.

Key projects: Stats SA has consistently demonstrated the ability to deliver on key projects over and above the normal product and service offerings. Key projects include the Community Survey, the South Africa Demographic and Health Survey, the Citizen Satisfaction Survey for KZN, and the Census of Commercial Agriculture, to mention a few. The uptake of user-paid surveys will be guided by the IIF as well as the capability of the statistical infrastructure to support these surveys.

Response burden: The average response rates of business and household surveys have exceeded 85%, which is in line with international best practice. A growing concern, however, is the response burden on respondents in completing long survey questionnaires as well as access to high-walled areas.

Statistical standards: The organisation has adapted and adopted various international statistical standards and practices over the past five years. The organisation subscribes to the International Special Data Dissemination Standard and continues to publish and disseminate statistics in line with these standards.

Statistical geographic infrastructure: Collaborative partnerships have been established with various municipalities to build and maintain the geospatial information frame (GIF). A new navigation tool (M.APP Enterprise) was introduced as part of the computer-assisted personal interview (CAPI) transition project, which provides for digitally captured structures and maps. Following Census 2021, the GIF will enable a new sampling frame for household surveys for the next five years.

Systems, processes and technology: The organisation has embarked on a journey to modernise the statistical value chain. A comprehensive review of all business processes was undertaken, enabling the organisation to identify new automation opportunities beyond the data collection process, including the introduction of systems and processes. The organisation needs to invest in business process management to ensure continuous improvement and innovation to drive change and reduce cost efficiencies.

Location as a link between the economy, society and the environment: The next level of innovation required is the adoption of the Global Statistical Geospatial Framework (GSGF), which facilitates the integration of statistical and geospatial information. The GSGF is situated in a rapidly developing ecosystem that is strengthening the statistical and geospatial communities. It provides huge opportunities to modernise statistical production systems and processes, to transform operations, and to derive new relevant metrics and indicators for statistical purposes. The growing importance of integrating statistical and geospatial information calls for closer collaboration between geospatial experts and statisticians.

7.2.2 Staff and skills

Staff profile: Stats SA has 2 836 filled posts of 3 511 permanent posts, representing a vacancy rate of 19,2% as at the end of September 2019. The vacancy rate continues to increase due to declining financial resources in the budget allocation of the compensation of employees (CoE).

Employment equity: Women represent more than 53% of the total staff complement. The inability to fill vacancies has impacted negatively on meeting employment equity targets, especially at senior management levels. The age profile distribution indicates that only 2% of permanent employees are between the ages of 20 and 29 years, although the organisation always uses the opportunity in periodic surveys to appoint young people on contract as fieldworkers.

Skills and capability: Over the years, Stats SA prioritised capacity building for our people. Over and above the bursary programme benefiting more than 200 staff annually and staff attending short courses, the organisation invested in the spatial and integrative analytical skills training programmes, including the Master's degree at Stellenbosch University (CRUISE) and SAS training. Stats SA does not have all the necessary skills for the new digital environment.

7.2.3 Strategy, organisational performance and organisational design

Strategy and performance: Stats SA is a high-performing organisation. Over the past four years, the organisation has consistently achieved more than 80% of its targets as set out in the work programme. The annual work programme consisted of both business-as-usual (BAU) and strategic targets. The organisation performed exceptionally well in its BAU targets, with a performance of more than 90%, but less so on its strategic targets, with a reported performance of less than 80%. Stats SA has received three clean audit findings and one unqualified audit finding over the past four years, demonstrating that the organisation is well administered and that governance and accountability practices are in place.

Organisational design: The modernisation of the statistical value chain has initiated the redesign of organisational processes and systems with a major impact on the roles and responsibilities across branches, which in part led to the first phase of the redesign of the structure. Further alignment of the structure to the strategy and legislative reform will continue in phases over the next five years.

Trusted brand: Key results of the latest user satisfaction survey indicated that 85% of respondents found our statistics to be credible, 88% trusted our statistics, and 89% used the website to access statistics.

7.3 Making the case for transformation and change

We are living in an era of disruption, in which powerful global forces are changing how we live and work. Entire industries are disrupted as new approaches are replacing the old ways of doing business. Consumers seem ready to embrace just about everything the technology sector comes up with. Disruption is not merely change or evolution. Rather, it is the use of technology or new business models to reinvent or reshape existing businesses. The statistics community and data environment are not excluded from these new entrants and disruptions. In fact, the data environment is one of the most affected sectors on the globe as a result of data that is generated by every digital action or transaction.

A new strategic direction: The key strategic questions the organisation is facing as it crafts its new strategic direction are: 'How will we respond to disruption?' and 'How will we disrupt the industry?' Radical rethinking of the future and the transformation of our business model are required to keep up with the times of change and to act on disruptions and opportunities in the environment, or risk becoming extinct.

Adapting to change: Change and transformation will destabilise the organisation. The danger is that big organisations, like Stats SA, are not likely to change fast due to established business processes and methodologies, supported by legacy strategies and technologies. Siloed divisions may not interact easily, if at all. Adapting to the changing external and internal environment will require a mindshift from leadership and staff to work together on these new challenges and a new future.

7.4 Problem statement

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 intervention and investments in the data ecosystem.

Part D:

How are we going to get there?

8. Institutional Performance Information

"Strategy is about making choices, trade-offs, it's about deliberately choosing what not to do." - Michael Porter

8.1 Strategic impact

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

8.2 Outcomes, indicators and targets

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

Insightful data – Data and information are responsive to user demands and bring deeper understanding and insight for informed decisions.

Agile operating model – The business operations are lean, efficient and flexible.

Interconnected statistical systems – People, systems and technology are interconnected through collaboration, partnerships and platforms.

Transformed capability – The capability (people, systems and technology) of the organisation and statistical system is transformed.

The next section outlines the:

- Strategic outcomes
- Outcome statements
- Strategic focus areas and initiatives
- Key outcome indicators

8.2.1 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.

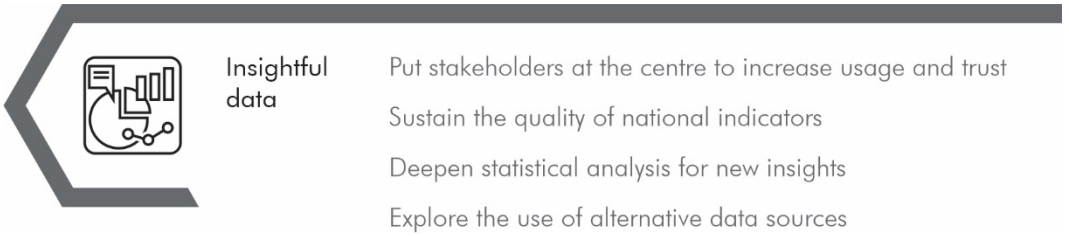
The need for statistics has never been so apparent. Data requests cover a wide range of aspects of the economy, society and the environment, including new fields such as wellbeing, climate change and the digital economy. The ability of the statistical system to respond to the growing demand of users 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.

Outcome statement: By **2030**, users are partners in co-creating value in the data ecosystem.

Co-creating value in the data ecosystem is about statistical development and strengthening partnerships in the entire statistical system. The building blocks of such co-creation is to ensure the application of uniform, acceptable standards and principles which will produce statistics that meet a wide variety of user needs. The partnerships will rationalise the statistical production process by eradicating production of obsolete and duplicated data that is not aligned to the integrated indicator framework (IIF), while maximising use of resources within the data ecosystem.

The following strategic focus areas will guide the achievement of ***Insightful data***:



Planned performance over the next five years

The growing demand for statistical information requires a rethinking of the service delivery model to ensure responsiveness to a diverse array of data users. Stats SA will focus on both the demand and supply side of data over the next five years:

Basic demand: The basic demand for statistical information is in response to the policy demand for national indicators as captured in the NDP, continental and global sustainable development agendas. The integrated indicator framework that aligns the various policy needs for statistical information at all three levels highlights the data gaps in the statistical system. The first priority will be to sustain the quality of national indicators.

New demands for statistical information: New needs are often multi-domain issues, which cannot be answered by the traditional stovepipe model of production. More flexibility and deeper analysis are needed in order to be responsive to answer the new needs, which will include: Integration of datasets; Combining data from different sources; Data warehouses; Linking of micro-data; Re-use of administrative data for statistical purposes; and Combining survey data with administrative data. An important new demand for statistical information will arise from the District Development Model. The planned Population Census in 2021 will provide an important baseline for districts to measure future development.

Increasing supply through 'big data': In recent years, the quantity of digital data created, stored and processed has grown exponentially and can be considered as an immense source of data. Huge opportunities exist within the 'big data' phenomenon in comparison to statistics acquired from traditional sources such as administrative records and surveys. Access to 'big data' could considerably reduce the costs of statistical production, at a time of severe cutbacks in resources and expenditure. We will be investing in research into 'big data' to supplement rather than replace sources of traditional data in certain statistical fields.

a) Put stakeholders at the centre to increase usage and trust

Stats SA alone cannot meet the statistical demand in the country. Collaboration and building strategic partnerships with both public and private stakeholders within the data ecosystem will be critical to remain relevant and responsive to the increasing demand. Stats SA will embrace these stakeholders, either as data producers and/or as strategic partners in the data ecosystem, to earn their trust and build an inclusive brand for Stats SA. Creating and sustaining these beneficial relationships with stakeholders will enable the statistical system to better meet the national statistical demand.

Users expect a better experience where service and advice are at the click of a button. Respondents and users are also becoming more technology inclined, thus expecting innovative approaches to data collection, dissemination and visualisation initiatives deployed by Stats SA. We will invest in inter-active platforms to drive self-service functionality, and increase use by making our statistics more engaging, easier to understand and more accessible, to enhance decision-making at all levels.

Key strategic initiatives to increase usage and trust are to:

- Collaborate and engage stakeholders to better understand and respond to the external environment and user demand.
- Promote data literacy of users to increase use of statistical information.
- Pursue new strategic partnerships in the data ecosystem.
- Re-position Stats SA as a trusted brand in the data ecosystem.
- Optimise and innovate interactive and online dissemination platforms and tools.

b) Sustain the quality of national indicators

Sound policy decisions matter for everyone. Statistics must provide a firm evidence base for these decisions, as well as for decision-making and debate outside government. While downward pressure on public spending is likely to continue for the medium term, the demand for sound statistical information is growing. We will follow smart technologies to harness data that will meet the basic demand for the national indicators contained in the integrated indicator framework (IIF).

Key strategic initiatives to sustain the quality of national indicators:

- Provide official statistics as an evidence base for policy- and decision-making on the economy, society and environment in response to the NDP, MTSF and 5-year NDP implementation plan and other policy frameworks.
- Expand the statistical information base by conducting a national population census and user-paid surveys, and introducing a continuous population survey.
- Provide statistical information at district level to inform the District Development Model (DDM). Census 2021 will form the baseline for the DDM.
- Prioritise and review content aligned to the IIF (rationalisation vs expansion).
- Develop a strategy to address the data gap in the IIF.

c) Deepen statistical analysis for new insigths

Many new users are expected on the information market. Furthermore, the structure of users is changing and their diverse data needs are growing increasingly. Local governments are realising the value add of evidence-based policymaking. There is a growing need for more detailed and custom-fit data on a variety of topics that is not commonly available as it is very expensive to collect. The responsiveness of Stats SA to the diverse and changing needs of users will require an investment in deeper statistical analysis by integrating a variety of data sources.

Key strategic initiatives to increase responsiveness to user needs include:

- Invest in value-add products (thematic, integrative reports and geo-enabled products).
- Explore collaboration in analysis, taking advantage of the capabilities of other data producers within the data ecosystem.
- Develop evidence-based insights by conducting deeper analytical studies and statistical modelling, to further increase our value in the statistical system.

d) Explore the use of alternative data sources by harnessing and unlocking data in the ecosystem

Rapid changes in society and technology mean that more data, in richer and more complex forms, is available than ever before. Data scientists' ability to mobilise the power of data is a key ingredient for success for many companies. This growing data capability in other organisations presents new opportunities to co-create and collaborate. We will adopt creative solutions where it makes sense to do so, such as outsourcing and developing beneficial partnerships across the private and public sectors. The effort will afford us the opportunity to learn and explore the use of alternative data sources in the data ecosystem, without disrupting our current production leg.

Key strategic initiatives to explore the use of alternative data sources include:

- Adopt a bi-modal approach to:
  - Research the use and value of alternative data sources to fill the data gap in the IIF;
  - Research competitors and new entrants as disruptors; and
  - Collaborate with other data producers, to develop our capability to analyse and integrate administrative and commercial data sources, supported by appropriate methods and standards.
- Harness alternative data sources as usable statistical information.
- Research the linking of various data sources in the statistical system to bring new insights.

Key indicators and targets for success:

Outcome indicator	Indicator baseline	Five-year target
Percentage indicators in the IIF that can be harnessed from the statistics system	5% of indicators in the IIF are harnessed through the statistical system (IIF 2019/20)	50% of indicators in the IIF are harnessed through the statistical system
Percentage increase in use of statistics to inform evidence-based decisions	400 000 publication downloads	10% increase in publication downloads over 5 years
% increase in social media presence	Number of users reached via social media: Facebook – 27 000 Twitter – 51 900 LinkedIn – 21 900	10% increase of national online users reached via social media
Percentage increase in overall user satisfaction levels	80% user satisfaction levels (USS 2019)	85% user satisfaction levels

8.2.2 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 efficient.

"Agile enables organisations to master continuous change. It permits firms to flourish in a world that is increasing volatile, uncertain, complex and ambiguous" – Steve Denning, Forbes

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

The organisation aims to reduce the cost of doing business by refining methodologies to guide all downstream activities in the value chain. Smart operations will be implemented, taking advantage of technology as well as leveraging on available statistical infrastructure in the data ecosystem, to enable use of various available input data sources to enhance the production of credible statistics.

Outcome statement: By **2030**, statistical operations and methodologies are agile in response to opportunities and disruptions in the data ecosystem.

Stats SA has transformed its business model in the data ecosystem. Stats SA is agile and adapts quickly to external opportunities. We disrupt our own methods of work ahead of external forces.

The following strategic focus areas will guide the achievement of an ***Agile operating model***:

Planned performance over the next five years

Great advances in technology and the explosion of data have activated a user community that demands credible information for quick, evidence-based decision-making. The challenges confronting the nation, coupled with the urgent need to achieve commitments made in the NDP and other government frameworks, require a consideration of innovative approaches more than ever before. This is aggravated by dwindling resources, leading to a great risk to continue delivering on the country's socio-economic priorities.

By driving a digital operating model, the use of paper and incurring printing costs will be replaced by technology. Collected data will be instantaneously available and quality assured for timely release. The cost of doing business will be reduced. The sustainability of the organisation hinges on embracing these opportunities as presented by the developments within the data ecosystem. These changes in the operations of the organisation will ensure continued supply of quality statistics for the country's diverse information needs.

a) Modernise and innovate business processes across the value chain for improved efficiencies

The traditional approach within the current statistical value chain has proved to be costly, inefficient and slow in terms of the turnaround times of product delivery. Stats SA will institutionalise continuous business process improvement through a quality management system and operating procedures that drive standardisation throughout the value chain.

The following key strategic initiatives will be implemented:

- Adopt an agile operating model management philosophy.
- Embed quality management in the operating model by ensuring that business processes are mapped, standardised and continuously improved.
- Introduce an integrated data collection approach.
- Establish statistical regions to optimise statistical collection.

b) Adapt/adopt international frameworks and standards to improve statistical practices

The global statistics community is embracing emerging and integrative frameworks, methods and refined classifications to satisfy their information needs.

In order to ensure that the statistics produced by South Africa remain on par with international practice, the following key strategic initiatives will be implemented:

- Adopt and/or adapt the Global Statistical Geospatial Framework (GSGF), ISIC 4 and SEEA prescripts to improve statistical practices.
- Monitor and evaluate the application of statistical standards across the statistical value chain.

c) Leverage statistical infrastructure within the data ecosystem

The Global Statistical Geospatial Framework (GSGF) provides for the establishment of a geo-enabled statistical system by introducing five principles that underpin the institutionalisation of the framework. Our organisation will collaborate with both the statistical and geospatial entities within the data ecosystem to tap into the complementary offerings provided by the two practices.

The following key strategic initiatives will be implemented:

- Create a geo-enabled statistical system for South Africa.
- Innovate the dwelling and the business statistical frames.

d) Reposition and strengthen the methodology function within the statistical system

The future of NSOs in the digital world is mainly dependent on their methodology function to drive standardisation while maintaining relevancy to produce credible statistics. This transformation will require the organisation to adopt new methodological principles and practices to fully realise and comply with the prescripts of the Statistics Act that require the Statistician-General to formulate quality criteria and establish standards, classifications and procedures for statistics.

The following key strategic initiatives will be implemented over the next five years:

- Redefine the role of methodology in the new environment, ensuring that it serves as an entry point and a transversal function within the statistical system in the data ecosystem.
- Establish a research and innovation hub to drive innovative and agile methodologies.

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Reduced turnaround time in the production of quality statistics	Statistical releases of household surveys are published 6 months after the reference period	Statistical releases of household surveys are published 3 months after the reference period
Reduced cost in the provision of quality statistical products	Stats SA's current operating cost is R1,8 billion for the provision of quality statistical products	Stats SA's operating cost reduced by 10%
Increased number of business processes improved through digitalisation	3 household survey operations are digitalised	10 business processes (household and business surveys, and support services) are digitalised

8.2.3 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.

Partnerships with all actors in the data ecosystem are essential to realise the full benefits of the digital and data revolution. The current statistical system is composed mainly of organs of state, who subscribe to governance and ethical principles for statistical production. The Statistics Act (Act No. 6 of 1999) captures global and continental statistical principles (such as the UNFPOS and the African Charter on Statistics), which facilitate participation in the statistical system of the country. In addition, the SG is mandated by the Statistics Act to declare statistics as official if they are in compliance with such principles and standards.

Stats SA envisions to be the key authority to facilitate the establishment of an interconnected statistical system by connecting people, systems and technology in the data ecosystem.

Outcome statement: By **2030**, the creation and use of data in the data ecosystem is driven by statistical principles, standards and frameworks facilitated by interconnected platforms.

Statistical partners within the data ecosystem subscribe to the statistical principles, standards and frameworks as directed by the SG in the creation and use of data for all indicators in the IIF.

The following strategic focus areas will guide the achievement of ***Interconnected statistical systems***:

Planned performance over the next five years

The current statistical production environment is characterised by a variety of independent producers that produce statistics of poor or unknown quality. These independent producers are not bound by accepted international principles, standards and frameworks in the production process, resulting in statistics that are not comparable, irrelevant or of poor quality.

The future will require insightful statistics that are comparable and relevant, and this will happen if data producers are coordinated and their statistical subsystems connected through the NSS platforms based on common statistical production practices, principles, and standards. These entities of the NSS will produce quality statistics that will close the existing IIF data gap and can be relied on to make policy decisions regarding the achievement of the NDP outcomes and targets.

An interconnected statistical system will facilitate the function of the NSS by systematically addressing the information, quality, capacity and governance gaps, which will inform policies and programmes to deliver better services that will improve lives of all citizens.

a) Deepen and strengthen participation in the statistical system by implementing and enforcing the amended Statistics Act

The current Statistics Act gives the SG the power to access data from other organs of state for statistical purposes. The Amended Statistics Act makes provisions to strengthen statistical coordination and the statistical system in the country.

The following key strategic initiatives will be implemented:

- Roll out a campaign to raise awareness of the amended Statistics Act.
- Establish statistical units within NSS entities.
- Develop and implement the NSDS.
- Develop and implement sector statistical plans.

b) Promote standardisation of frameworks across the statistical system

The Statistics Act outlines that the SG adopts and sets frameworks to be used by all statistical producers. Standardisation of these frameworks will imply that all statistical producers comply with the Act. In preparation for the future, Stats SA will play a leading role to influence the way in which all data producers collect, process and disseminate their information by providing legislative frameworks that outline standards, principles and methodologies to be followed throughout the statistical value chain.

The following key strategic initiatives will be implemented:

- Establish an online SASQAF self-assessment facility.
- Develop legislative frameworks and policies outlining methodologies, standards and guidelines for NSS entities.
- Develop a metadata repository.

c) Invest in strategic partnerships nationally and globally

With the inclusion of more frameworks in the IIF, the data demands and gaps will grow. The strategic intent is to close the existing data gap using alternative data sources. Stats SA will build strategic partnerships with relevant participants in the data ecosystem, enabling access to other data sources. All data sources must undergo rigorous quality assurance processes before they can be adopted for use in the IIF.

The following key strategic initiatives will be implemented to expand a stock of data sources:

- Compile an inventory of data sources (administrative and survey data).
- Establish multi-stakeholder partnerships to increase the stock of data sources.
- Develop a strategy for sourcing and assessing data from other data producers.
- Establish data quality assessment teams across the statistical system to assess the quality of alternative data sources.
- Strengthen collaboration in Africa and globally to promote statistical development

d) Envision and enable statistics in the data ecosystem

The power of data for decision-making can only be realised when all data from across the ecosystem is harnessed and connected. New and non-traditional data sources, new users and producers, new methodologies and innovative technologies are emerging and need to interact. The evolving data ecosystem will need to be conceptualised and envisioned, including the future role and positioning of Stats SA in the ecosystem.

The following key strategic initiatives will be implemented:

- Envision the data ecosystem that will drive data innovation and enable informed decision-making.
- Develop a data management strategy.
- Develop a digital transformation strategy for Stats SA.

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Increased number of frameworks included in the IIF that broaden the demand for statistical information	3 frameworks included in the IIF (SDGs, Agenda 2063 and NDP)	5 frameworks included in the IIF
Increased proportion of IIF data sources that comply with statistical principles and standards	31% of data sources comply with statistical principles and standards	50% of data sources comply with statistical principles and standards
Increased number of statistical series that are certified as official	4 statistical series are certified as official through SASQAF	12 statistical series are certified as official through SASQAF
Increased interconnectivity in the statistical system	Conventional connectivity of people, systems and technology	Innovative technology connecting people and systems

8.2.4 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.

For Stats SA to remain relevant and be a meaningful player in the environment in which it operates, it has to adopt agile technologies driven by a skilled workforce to foster modernisation and innovation in the business operating model.

Outcome statement: By **2030**, we are leading agile, interconnected and seamless technologies and have created a cadre of analytical capability to drive value in the data ecosystem.

Stats SA will be trending among leading statistics agencies that have embraced digital transformation. We have created interconnected statistical systems that are agile and capable to deliver value to stakeholders. Through our research functions within the statistical system, we have created various new capabilities in technology, data analytics and geospatial analysis.

The following strategic focus areas will guide the achievement of ***Transformed capability*** as a strategic outcome:

Planned performance over the next five years

The digital world is daily creating data in various unstructured forms, which requires different capabilities and skills sets to handle these new forms of data. Stats SA's strategic intent is to partner with various stakeholders to transform our capability in response to the opportunities offered in the digital economy and the 4IR.

a) Invest in innovative technologies and ICT infrastructure

The modernisation and automation of the current operating model requires the organisation to invest in relevant technologies and infrastructure that will deliver integrative and innovative solutions to aid agility.

The following key strategic initiatives will be implemented:

- Optimise business processes by:
  - Establishing and institutionalising an enterprise architecture capability; and
  - Integrating and standardising ICT solutions and services.
- Invest in an ICT infrastructure that enables emerging technologies, interconnectivity and agility of data networks within the data ecosystem.
- Create a secure and enabling ICT environment that aids agile service delivery.
- Build an interconnected ICT platform that facilitates data acquisition, data integration, data application and data visualisation in the data ecosystem.

b) Build a versatile and multi-skilled workforce to drive value in the data ecosystem

The digital skills gap is widening fast. Rapid advances in emerging technologies require new technical skills that do not currently exist in the organisation, along with skills that computers cannot easily master, such as creative thinking, problem-solving and negotiating.

For Stats SA to lead and drive value in the data ecosystem, we will invest in upskilling and diversifying the specialist skills of our workforce functionalities. What is required is a holistic solution that prioritises new approaches to skills development within the existing workforce that will help them prepare for future disruptions and innovations. Agility of statistical operations can only be possible if our workforce is more versatile and open to function across their area of expertise.

The following key strategic initiatives will be implemented to drive value in the data ecosystem:

- Develop a digital skills development strategy.
- Develop basic, intermediate and advanced skills programmes for the new environment (inclusive of technology, analytical and soft skills).
- Invest in 'Leading change and transformation' programmes.

c) Invest in capacity building in the data ecosystem

Stats SA's intent to lead the statistical system in the data ecosystem implies that we should be prepared to build capability beyond Stats SA. Through collaboration efforts, we will conceptualise and initiate relevant capacity building programmes that will increase statistical capability in the statistics system, which will eventually increase good quality data that can be used by various stakeholders.

The following key strategic initiatives will be implemented to drive capacity building in the data ecosystem:

- Develop statistical capacity building programmes in collaboration with partners in the statistical system inclusive of:
  - Online training programmes; and
  - International exchange programmes.
- Establish a virtual statistical institute in collaboration with research and tertiary institutions.

d) Build a united and diverse organisation that is responsive to a fast-changing environment and drives integration and innovation

Digital technologies are transforming the world of work. The interactions between people and technology will become more imperative since intelligent technologies are fuelling the statistical processes. This unprecedented, exponential pace of change is increasingly reliant on collaborative platforms to realise the results that are more integrated and modern. We will therefore seize the opportunities presented by these transformative changes to capitalise and build on current diverse intellectual capabilities that our people and stakeholders in the data ecosystem possess.

The following key strategic initiatives will be implemented to build a united and diverse organisation:

- Roll out a change and transformation agenda that will:
  - Adopt and embrace a high-performance culture that embraces diversity in thought and practice;
  - Intensify the implementation of the gender, disability and youth agendas; and
  - Institute knowledge management as a practice.
- Realign the structure and resources to strategy.
- Deploy staff to critical areas.

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Enterprise architecture institutionalised	Ad-hoc systems development and ICT infrastructure	End-to-end digital platform and architecture developed and implemented
Increased capability of staff to operate in the digital environment	Staff members have skills for the current environment No leadership skills in digital transformation	Staff members are reskilled for the digital environment 100% of top management staff are skilled to lead the digital transformation
Employment equity targets achieved	42% of SMS staff are women 1,4% staff with disability	50% of SMS staff are women 2% staff with disability
% increase of staff embracing organisational culture and values	Staff Satisfaction Index for culture and values is -0,25%	Staff Satisfaction Index for culture and values is 0,1%

8.3 Key strategic risks

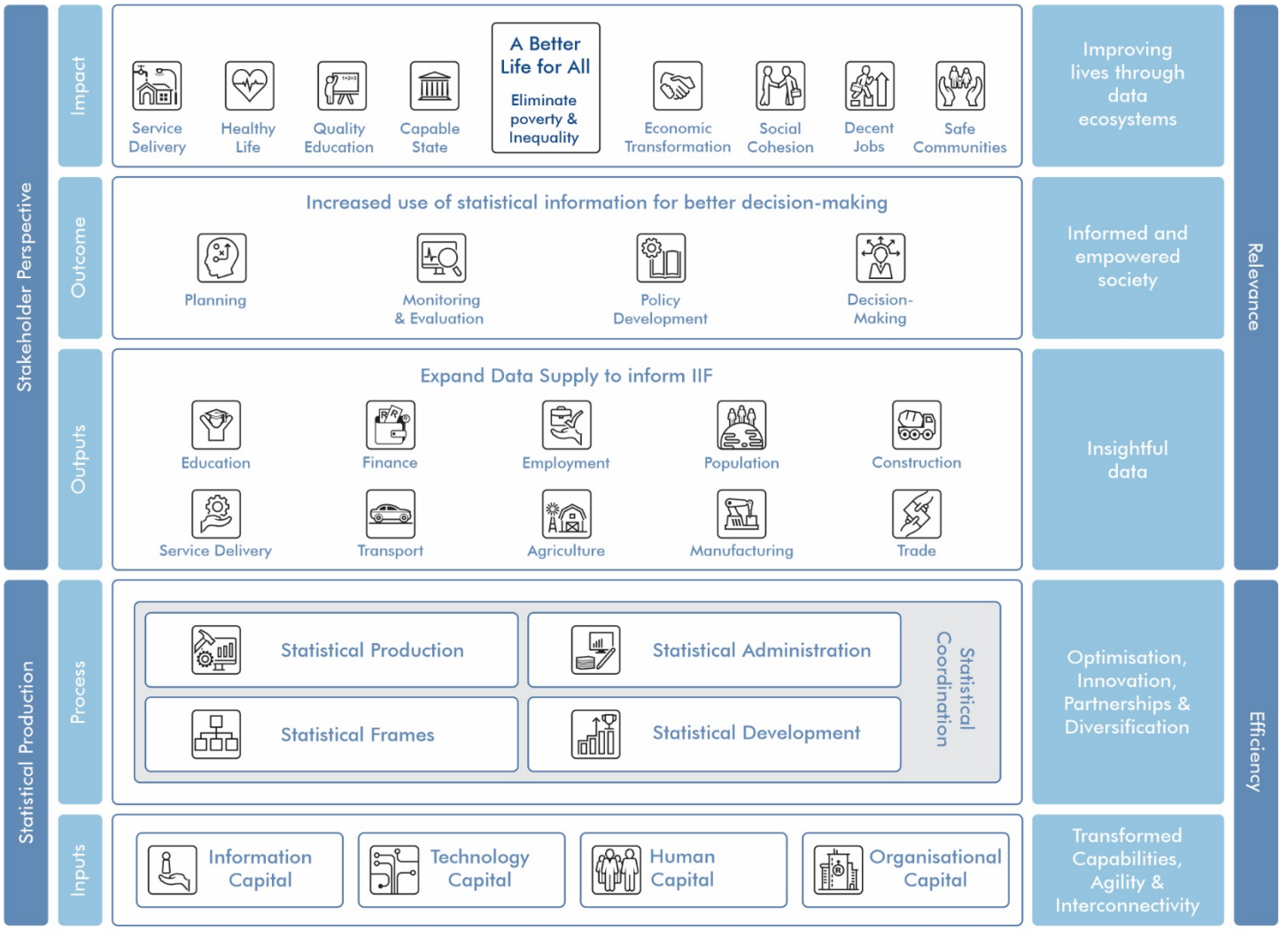
The following strategic risks have been identified that might have a negative impact on the execution of the strategy:

Outcome	Strategic risk	Mitigation strategy
Insightful data	Inability of the statistical system to respond to the demand for statistical information, especially at lower levels of geography	Envision a data ecosystem that capitalises on new entrants, methodologies and technology to respond to user demand
Agile operating model	External disruptions impacting negatively on the business operations and sustainability of the organisation	Establish strategic partnerships to capitalise on capabilities in the international statistics community and private sector Establish an innovation and research hub to invest in new and innovative methodologies and technologies
Interconnected statistical system	Lack of collaboration by the public and private sector to harness data in the data ecosystem for statistical purposes	Fast-track the implementation of the new Statistics Act, strengthening statistical coordination and cooperation
Transformed capability	Financial sustainability of Stats SA	Envision and invest in an alternative funding model for Stats SA
	Lack of adequate skills and capability within the statistical system to respond and capitalise on the digital economy	Invest in a virtual training institute which will serve producers and users in the statistical system
	Technological advances may lead to redundancies	Redeploy and reskill staff

9. Strategy in action

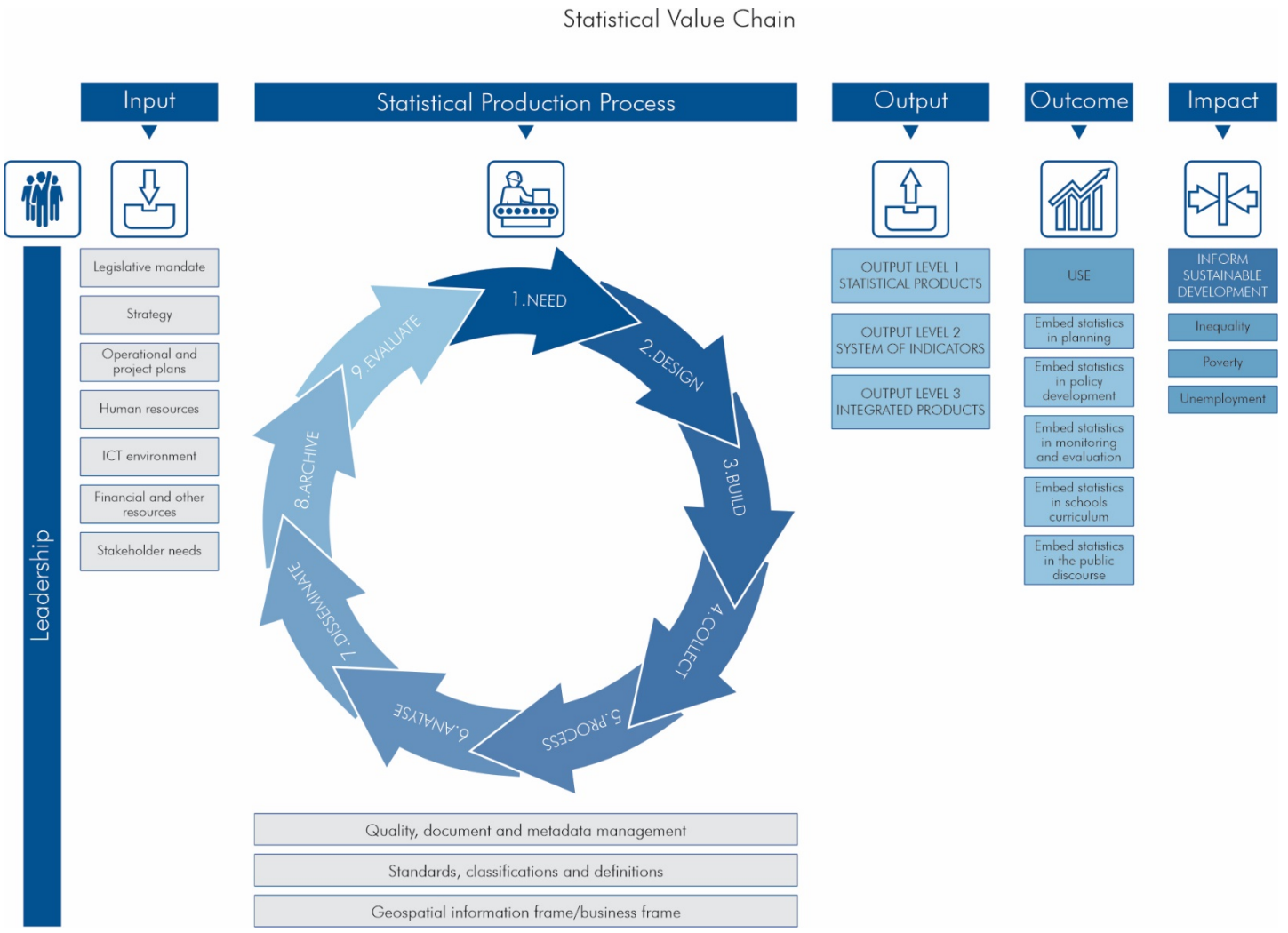
9.1 Defining the strategy

The following strategy map outlines the theory of change in picture format of how Stats SA aims to achieve its vision "***Improving lives through data ecosystems***".



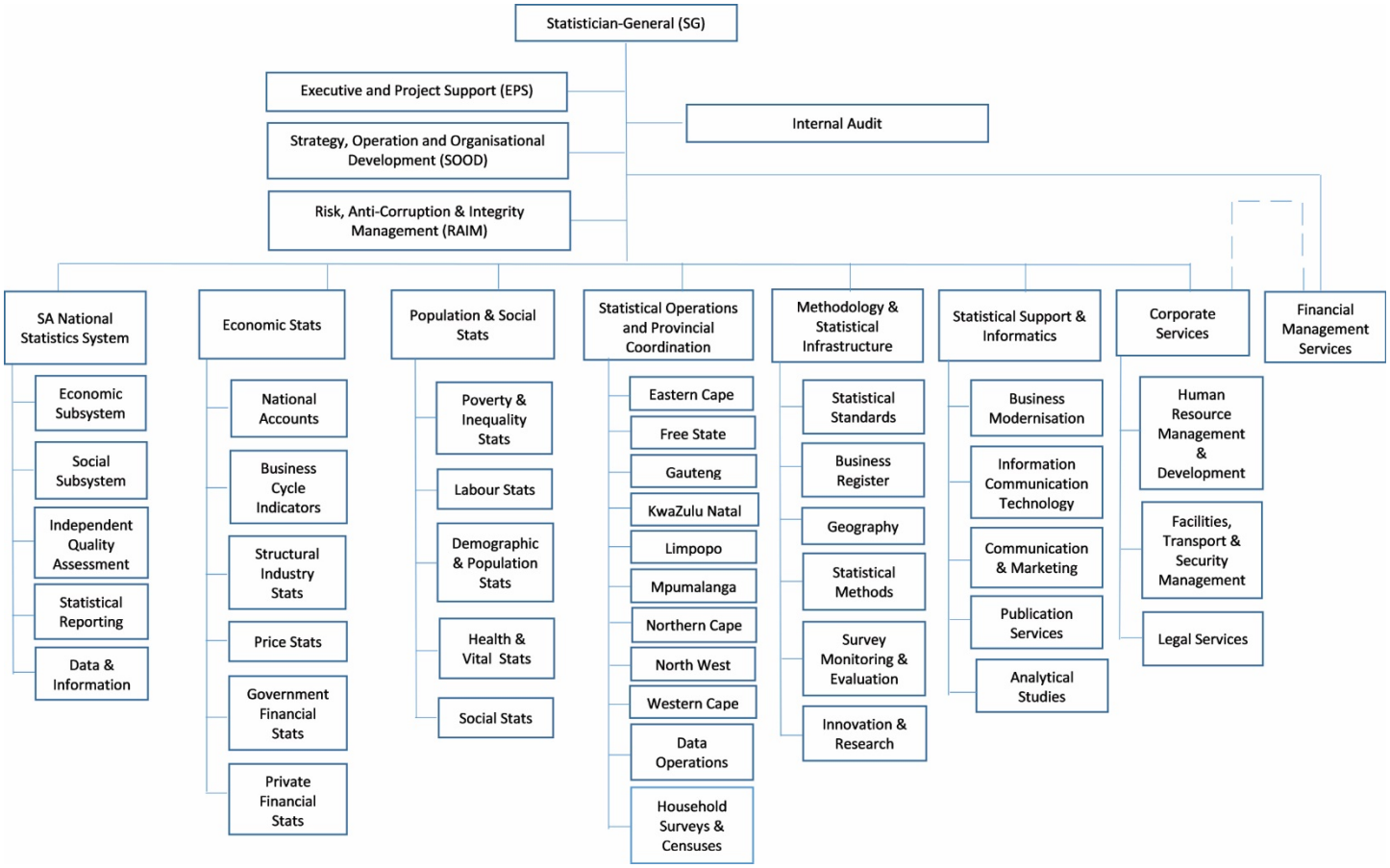
9.2 Defining the method of work (operating model)

Stats SA has developed a *statistical value chain* that defines the method of statistical operations at strategic and operational level. The value chain demonstrates how Stats SA operates from a systems and process perspective towards achieving the strategic outcomes. Key strategic focus areas in the strategy revolve around institutionalising quality management across the value chain as well as innovating and modernising the way we do our work. Below is a schematic presentation of the Stats SA value chain.



9.3 Defining the organisation of work

Stats SA recently reviewed its organisational structure and establishment in order to maximise use of available resources under a constrained environment. The next phase of restructuring will realign the organogram to the new 5-year strategy. Below is a schematic presentation of how Stats SA will organise itself to achieve the vision, mission and strategic outcomes.



Part E:

How do we measure our performance?

(Technical Indicator Descriptions)

Technical Indicator Description (TID) for Strategic outcome 1: Insightful data (1)

Indicator title	% indicators in the IIF that can be harnessed from the statistics system
Definition	The integrated indicator framework (IIF) captures performance indicators outlined in the SDG, Agenda 2063 and NDP, and will in future include indicators from other relevant sectors' governing frameworks globally. Stats SA produces around 270 publications annually, contributing to a minimal percentage of the indicators in the IIF. The intent to harness other statistics through collaboration with other data producers in the data ecosystem will increase response to the IIF for the current five per cent (5%) to fifty per cent (50%) of indicators in the IIF at the time. IIF is a live document and the percentages are therefore not necessarily static.
Source of data	Surveys, administrative sources and big data
Method of calculation/assessment	Quantitative
Means of verification	Progress report on the updated IIF
Assumptions	The unknown quality of other alternative data sources produced by stakeholders within the data ecosystem
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	50% of the indicators in the IIF are harnessed through the statistical system
Indicator responsibility	Core and SANSS branch

Technical Indicator Description (TID) for Strategic outcome 1: Insightful data (2)

Indicator title	% increase in use of statistics to inform evidence-based decisions
Definition	Statistics are a vital source of evidence providing policymakers with clear, objective and numerical data on important aspects of a citizen's life, including the growth and characteristics of the SA population, economic performance, levels of health and wellbeing, including the condition of our surrounding environment. It is therefore important for NSOs to measure their use at an outcome level. Official statistical products are published on the Stats SA website, and users can easily download them anytime and anywhere, as long as there is internet connection. Use is measured through a number of publication downloads; current baseline is recorded at 400 000, the intent is to increase it by 10%.
Source of data	Information is collected through the Stats SA website, capturing downloads done from various platforms
Method of calculation/assessment	Quantitative
Means of verification	Reports on downloads
Assumptions	Users download statistical publication for use
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	10% increase in the publication downloads over the 5-year period.
Indicator responsibility	SSI branch

Technical Indicator Description (TID) for Strategic outcome 1: Insightful data (3)

Indicator title	% increase in social media presence
Definition	Stats SA has a presence on various media platforms, namely Facebook, Twitter and LinkedIn. Growth in the number of followers on each platform is monitored. Current number of users reached via social media: Facebook – 27 000 Twitter – 51 900 LinkedIn – 21 900
Source of data	Social media monitoring platforms
Method of calculation/assessment	Quantitative Growth in number of followers on each social media platform, expressed as a percentage
Means of verification	Social media monitoring report
Assumptions	That Facebook, Twitter and LinkedIn will remain the most prominent social media platforms being utilised by Stats SA
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	10% over the 5-year period
Indicator responsibility	SSI branch

Technical Indicator Description (TID) for Strategic outcome 1: Insightful data (4)

Indicator title	% increase in overall user satisfaction levels
Definition	The USS is conducted annually to gauge data user perceptions about Stats SA's products and services. The overall user satisfaction levels with the performance of Stats SA as national statistics office for 2018/19 is 80,2%.
Source of data	Information is collected through a computer-assisted web-based interview (CAWI) using the World Bank's Survey Solutions software
Method of calculation/assessment	Quantitative
Means of verification	USS report
Assumptions	The results of this survey should not to be generalised as representative of the entire population of Stats SA stakeholders. These are perceptions captured from users who took time to respond to a web-based survey, which usually attracts very few respondents. However, Stats SA records their inputs as part of an external view about the organisation's performance.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	85% user satisfaction levels over the 5-year period
Indicator responsibility	SSI branch

Technical Indicator Description (TID) for Strategic outcome 2: Agile operating model (1)

Indicator title	Reduced turnaround time in the production of quality statistical
Definition	Great advances in technology and data explosion have rendered the traditional manual and expensive methods obsolete. Statistical releases for household surveys are currently published at least 6 months after the reference period, some even after 12 months, which is unacceptably too long. With the adoption of technology and other improvements to current methods of work, the period will drastically reduce.
Source of data	Statistical publications
Method of calculation/assessment	Quantitative
Means of verification	Statistical publications
Assumptions	Funding will be available to deploy the necessary innovation to improve HH survey operations.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	Statistical releases of household surveys are published at least 3 months after the reference period
Indicator responsibility	Economics, Social and Population, and Statistical Outreach branches

Technical Indicator Description (TID) for Strategic outcome 2: Agile operating model (2)

Indicator title	Reduced cost in the provision of quality statistical products
Definition	The ever-decreasing resources compel the organisation to do more with less, whilst still having to maintain product credibility. Cost of producing current statistical releases is calculated from all core branches, statistical support branches and governance branches. Improvement of methods of work across the value chain will eventually reduce the overall cost of statistical production. Currently the operating cost is R1,8 billion budget for the provision of quality statistical products.
Source of data	Expenditure report
Method of calculation/assessment	Quantitative
Means of verification	Expenditure report
Assumptions	Initial cost will include investment in technology, and might escalate costs in the first few years
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	Stats SA's operating costs reduced by 10% after five years
Indicator responsibility	Corporate services branches

Technical Indicator Description (TID) for Strategic outcome 2: Agile operating model (3)

Indicator title	Increased number of business processes improved through digitalisation.
Definition	For Stats SA to remain relevant and be a meaningful player in the environment in which it operates, we should start by modernising and innovating the current business operating model. Phase 1 of digital transformation has automated HH operations, phase 2 will be extended to business operations and business administrative activities.
Source of data	Business process mapping system
Method of calculation/assessment	Quantitative
Means of verification	Progress report on digitalisation of Business Process
Assumptions	Funding will be available to deploy the relevant technology to other areas
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	10 business processes are digitilised (Household and business surveys including support services)
Indicator responsibility	Process owners across branches

Technical Indicator Description (TID) for Strategic outcome 3: Interconnected statistical systems (1)

Indicator title	Increased number of frameworks included in the IIF, broadening the demand for statistical information
Definition	Inclusion of additional frameworks to add to current frameworks (NDP, SDGs and African Agenda) in the IIF, implies that data demands will grow and identification of the data gaps will be easily prioritised. Alternative data sources will be used to close the existing data gap, expanding the current stock. Stats SA will build strategic partnerships with relevant participants in the data ecosystem, enabling access to other data sources.
Source of data	Updated IIF
Method of calculation/assessment	Quantitative
Means of verification	Progress report on updated IIF
Assumptions	Established strategic partners in the data ecosystem
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	5 frameworks included in the IIF
Indicator responsibility	SANSS branch

Technical Indicator Description (TID) for Strategic outcome 3: Interconnected statistical systems (2)

Indicator title	Increased proportion of IIF indicators data sources that comply with statistical principles and standards
Definition	The Statistics Act outlines that the SG adopts and sets frameworks to be used by all statistical producers. Standardisation of these frameworks will imply that all statistical producers comply with the Act. Stats SA will, in future, play a leading role to influence the way in which all data producers collect, process and disseminate the information through these frameworks. Currently only 19 of 62 data sources on the IIF comply with statistical principles, translating to 31%.
Source of data	IIF
Method of calculation/assessment	Quantitative
Means of verification	Progress report on IIF
Assumptions	Established strategic partnerships in the data ecosystem
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	50% (31 of 62) of data sources comply with statistical principles and standards
Indicator responsibility	SANSS branch

Technical Indicator Description (TID) for Strategic outcome 3: Interconnected statistical systems (3)

Indicator title	Increased number of statistical series that are certified as official
Definition	The current statistical system is composed mainly of organs of state, who subscribe to governance and ethical principles for statistical production. The Statistics Act (Act No. 6 of 1999) captures global and continental statistical principles (such as the UNFPOS and the African Charter on Statistics), which facilitate participation in the statistical system of the country. In addition, the SG is mandated by the Statistics Act to declare statistics as official if they are in compliance with such principles and standards. SASQAF provides tools used to certify various data sources as official. Currently 4 statistical series are certified as official through the SASQAF process.
Source of data	SANSS system
Method of calculation/assessment	Quantitative
Means of verification	Report on SASQAF certified statistical series
Assumptions	Established strategic partnerships with data owners subscribing to the SASQAF process as well as availability of resources
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	12 statistical series are certified as official through SASQAF
Indicator responsibility	SANSS branch

Technical Indicator Description (TID) for Strategic outcome 3: Interconnected statistical systems (4)

Indicator title	Increased interconnectivity in the statistical system
Definition	Partnerships with stakeholders in the data ecosystem are essential to realise the full benefits of the digital and data revolution. Stats SA is mandated to lead the production of statistics in the country, and should also be at the forefront to facilitate interconnectivity of various statistcal systems in the data ecosystem to drive efficiency. Current connectivity is still driven through conventional methods using people, systems and some technology.
Source of data	SSI systems
Method of calculation/assessment	Qualitative
Means of verification	Progress report demonstrating interconnectivity through innovative technologies
Assumptions	Established strategic partnerships with data owners and availability of capable HR and infrastructure
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	Innovative technology connecting people and systems
Indicator responsibility	SSI and SANSS branches

Technical Indicator Description (TID) for Strategic outcome 4: Transformed capability (1)

Indicator title	Enterprise architecture institutionalised
Definition	Enterprise architecture offers dexterity, effectiveness and robustness in unifying and coordinating different foundational aspects of an enterprise, from planning, prioritising, identifying and managing interdependencies, risks and enabling governance. It amalgamates and integrates the enterprise's fundamental elements in order to streamline efforts, reduce costs and bring about the required value in the shortest timespan possible. Currently Stats SA operates on ad-hoc system development and ICT infrastructure.
Source of data	Enterprise architecture system
Method of calculation/assessment	Quantitative
Means of verification	Reports on institutionalisation of enterprise architecture
Assumptions	Funds and human resources availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	End-to-end digital platform and architecture developed and implemented
Indicator responsibility	SSI branch

Technical Indicator Description (TID) for Strategic outcome 4: Transformed capability (2)

Indicator title	Increased capability of staff to operate in the digital environment
Definition	Focus of NSOs on production of official statistics has generally created structured specialist capability, while the digital world is overwhelmingly creating data in various unstructured forms, which will require different capability and capacity to handle. Agility of statistical operations can only be possible if our workforce is more versatile. The indicator will measure efforts of the organisation to transform the capability of the existing workforce to be relevant in the future statistical environment. Current staff members have skills for the current environment, but we require new skills sets for Stats SA leadership to lead digital transformation. Reskilling for the future environment will target youth in the organisation.
Source of data	Human Capacity Development skills audit and progress reports on training
Method of calculation/assessment	Quantitative
Means of verification	Skills audit and training progress reports
Assumptions	Funds will be allocated for human capacity building to create a workforce of the future
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	Staff members (mainly youth) are reskilled for the digital environment 100% of top management staff are skilled to lead the digital transformation
Indicator responsibility	Corporate Services branch (HCD unit)

Technical Indicator Description (TID) for Strategic outcome 4: Transformed capability (3)

Indicator title	Employment Equity targets achieved
Definition	Stats SA females represent more than 53% of the total staff complement. The inability to fill vacancies has impacted negatively on meeting employment equity targets, especially at senior management levels. Currently there are 42% of women in SMS and 1,4% staff with disability.
Source of data	HRM EE reports
Method of calculation/assessment	Quantitative
Means of verification	HRM EE report
Assumptions	Funds will be available to fill current vacancies, and for internship and learnership programmes
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	50% of SMS staff are women 2% staff are people with disability
Indicator responsibility	Corporate Services branch

Technical Indicator Description (TID) for Strategic outcome 4: Transformed capability (4)

Indicator title	% increase of staff embracing organisational culture and values
Definition	Stats SA defined an organisational culture and value system that will ensure that change and transformation are based on shared values that stimulate trust and ethical behaviour among our people. The indicator will be measured through a Culture and Value Index (CVI) built using variables from the Staff Opinion Survey (SOS) conducted annually. CVI for 2019 is -0.25, indicating that there is minimal shared culture and values within the organisation.
Source of data	Staff Opinion Survey (Culture and Values Section)
Method of calculation/assessment	Quantitative
Means of verification	SOS report
Assumptions	At least 50% of staff members will participate in the SOS
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: Not applicable Reflect on spatial impact area: Not applicable
Reporting cycle	Annually
Desired performance	0.10 Culture and Value Index (CVI) achieved
Indicator responsibility	Chief Director: Strategy, Operations and Organisational Design

Annexure A – Planning, monitoring and evaluation

Annexure B – The fundamental principles of official statistics

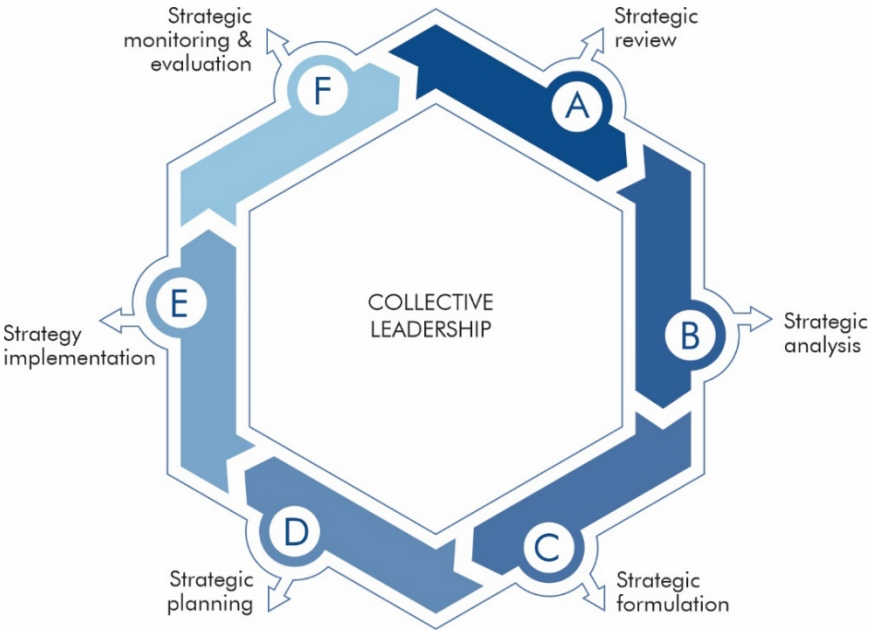
Annexure C – African Charter on Statistics

Annexure D – List of abbreviations and acronym

Annexure A: Planning, monitoring and evaluation

Stats SA, as a national department, complies with relevant government legislations and frameworks to manage its body of work. The organisation adopted the following strategic management model based on the common "Strategic Management Process Model" framework:

A) *Strategic Review:* This phase focuses mainly on the internal environment, to see how well the organisation has performed over the past period and it is conducted annually, mid-term and end-of-term.
B) *Strategic Analysis:* During this phase, analysis of both the internal and external environment leads to the development of the problem statement and the strategic shift required.
C) *Strategic Formulation:* This is an envisioning phase defining the new direction of the organisation, captured in the vision, possibly revised mission, and strategic outcomes.
D) *Strategic Planning:* The new strategic direction is translated into actions in preparation for implementation. These are captured in the 5-year plan, work programme (APP), operational plan and resource planning.
E) *Strategy Implementation:* New strategic direction always brings with it change, therefore change and transformation will be managed closely to ensure that no one is left behind. The process might lead to some re-alignment of the structure in line with the new strategic direction.
F) *Strategic Monitoring & Evaluation:* Implementation of the strategy is monitored monthly, quarterly and annually. At the end of the term, an evaluation of performance against the 5-year plan is conducted.



Annexure B: Fundamental principles of official statistics

In order to safeguard official statistics and guide national statistics offices in their work, the United Nations has adopted the following fundamental principles of official statistics:

a) *Impartiality:* Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.

b) *Professional independence:* To retain trust in official statistics, the statistical agency needs to decide, according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.

c) *Transparency of methods applied:* To facilitate a correct interpretation of the data, the statistical agency is to present information according to scientific standards on the sources, methods and procedures of the statistics.

d) The statistical agency is entitled to comment *on erroneous interpretation and misuse of statistics*.

e) *Use the most efficient sources:* Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. The statistical agency is to choose the source with regard to quality, timeliness, costs and the burden of respondents.

f) *Confidentiality:* Individual data collected by the statistical agency for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.

g) *Transparency of laws:* The laws, regulations and measures under which the statistical system operates are to be made public.

h) *Cooperation among institutions:* Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.

i) *Adherence to international standards:* The use, by the statistical agency in each country, of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.

j) *International cooperation*: Bilateral and multilateral cooperation in statistics contributes to the improvement of the system of official statistics in all countries.

Annexure C: African Charter on Statistics

The Charter outlines what should be achieved and in this regard, the African Statistics System (ASS) organisations, African statisticians and all those operating in the field of statistics at the national, regional and continental levels shall respect the principles enshrined in the Resolution on the fundamental principles of official statistics adopted by the United Nations Commission for Statistics in April 1994. They shall also apply the best practices principles hereunder defined:

Principle 1: Professional independence

- **Scientific independence:** Statistics authorities must be able to carry out their activities according to the principle of scientific independence, particularly vis-à-vis the political authorities or any interest group; this means that the methods, concepts and nomenclatures used in statistical operation shall be selected only by the statistics authorities without any interference whatsoever and in accordance with the rules of ethics and good practice.

- **Impartiality:** Statistics authorities shall produce, analyse, disseminate, and comment on African statistics in line with the principle of scientific independence, and in an objective, professional and transparent manner.

- **Responsibility:** Statistics authorities and African statisticians shall employ unambiguous and relevant methods in the collection, processing, analysis and presentation of statistical data. Statistics authorities shall also have the right and duty to make observations on erroneous interpretations and improper use of the statistical information that they disseminate.

- **Transparency:** To facilitate proper interpretation of data, statistics authorities shall provide information on their sources, methods and procedures that have been used in line with scientific standards. The domestic law governing operation of the statistical systems must be made available to the public.

Principle 2: Quality

- **Relevance:** African statistics shall meet the needs of users.

- **Sustainability:** African statistics shall be conserved in as detailed as possible a form to ensure their use by future generations, while preserving the principles of confidentiality and protection of respondents.

- **Data sources:** Data used for statistical purposes may be collected from diverse sources such as censuses, statistics surveys and/or administrative records. The statistics organisations shall choose their sources in consideration of the quality of data offered by such sources and their topicality, particularly the costs incurred by the respondents and sponsors. The use by statistics authorities of administrative records for statistical purposes shall be guaranteed by domestic law, provided that confidentiality is preserved.

- **Accuracy and reliability:** African statistics shall be an accurate and reliable reflection of the reality.

- **Continuity:** Statistics authorities shall ensure continuity and comparability of statistical information over time.

- **Coherence and comparability:** African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. They shall employ internationally recognised and accepted concepts, classifications, terminologies and methods.

- **Timeliness**: African statistics shall be disseminated in good time and, as far as possible, according to pre-determined calendar

- **Topicality**: African statistics shall reflect current and topical events and trends.

- **Specificities**: Statistical data production and analytical methods shall take into account African peculiarities.

- **Awareness-building**: State parties shall sensitise the public, particularly statistical data providers, on the importance of statistics.

Principle 3: Mandate for data collection and resources

- **Mandate**: Statistics authorities shall be endowed with a clear legal mandate empowering them to collect data for production of African statistics. At the request of statistics authorities, public administrations, business establishments, households and the general public may be compelled by domestic law to allow access to the data in their possession or provide data for the purpose of compilation of African statistics.

- **Resource adequacy**: As far as possible, the resources available to statistics authorities shall be adequate and stable to enable them to meet statistics needs at national, regional and continental levels. Governments of state parties shall have the primary responsibility to provide such resources.

- **Cost-effectiveness**: Statistics authorities shall use the resources so provided effectively and efficiently. This presupposes, in particular, that operations shall as far as possible, be programmed in an optimal manner. Every effort shall be made to achieve improved production and use of the statistics derived from administrative records, to reduce the costs incurred by respondents and, as far as possible, avoid expensive direct statistical surveys.

Principle 4: Dissemination

- **Accessibility**: African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Micro-data may be made available to users on condition that the pertinent laws and procedures are respected and confidentiality is maintained.

- **Dialogue with users**: Mechanisms for consultation with all African statistics users without discrimination shall be put in place with a view to ensuring that the statistical information offered are commensurate with their needs.

- **Clarity and understanding**: Statistics shall be presented in a clear and comprehensible form. They shall be disseminated in a practical and appropriate manner, be available and accessible to all and accompanied by the requisite metadata and analytical commentaries.

- **Simultaneity**: African statistics shall be disseminated in a manner that ensures that all users are able to use them simultaneously. Where certain authorities receive advance information under embargo, to allow them time to respond to possible questions, public announcement shall be made indicating the nature of such information, the identity of the recipients and the set timeframe before its public dissemination.

- **Correction**: Statistics authorities shall correct publications containing significant errors using standard statistical practices or, for very serious cases, suspend dissemination of such statistics. In that event, the users shall be informed in clear terms of the reasons for such corrections or suspension.

Principle 5: **Protection of individual data, information sources and respondents**

- **Confidentiality**: National statistics authorities, African statisticians and all those operating in the field of statistics in Africa shall absolutely guarantee the protection of the private life and business secrets of data providers (households, companies, public institutions and other respondents), the confidentiality of the information so provided and the use of such information for strictly statistical purposes.

- **Giving assurances to data providers**: Persons or entities interviewed during statistical surveys shall be informed of the objective of such interviews and of the measures put in place to protect the data provided.

- **Objective**: Data concerning individuals or entities collected for statistical purposes shall in no circumstance be used for judicial proceedings or punitive measures or for the purpose of taking administrative decisions against such individuals or entities.

- **Rationality**: Statistics authorities shall not embark upon statistical surveys except where pertinent information is unavailable from administrative records or the quality of such information is inadequate in relation to the quality requirements of statistical information.

Principle 6: **Coordination and cooperation**

- **Coordination**: Coordination and collaboration amongst statistics authorities in a given country are essential in ensuring quality and harmonious statistical information. Similarly, coordination and dialogue amongst all members of the African Statistical System are vital for harmonisation, production and use of African statistics.

- **Cooperation**: Bilateral and multilateral statistics cooperation shall be encouraged with a view to upgrading African statistics production systems.

Annexure D: List of abbreviations and acronyms

APP	Annual Performance Plan
ASS	African Statistics System
AU	African Union
BAU	Business As Usual
CAPI	Computer-Assisted Personal Interview
CAWI	Computer-Assisted Web-based Interview
CoE	Compensation of Employees
CoP	Community of Practice
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration
CVI	Culture Value Index
DDM	District Development Model
DoJ&CD	Department of Justice and Constitutional Development
DPME	Department of Performance Monitoring and Evaluation
DWYPD	Department of Women, Youth and People with Disabilities
EA	Enterprise Architecture
EE	Employment Equity
GIAMA	Government-wide Immovable Asset Management Act
GCIS	Government Communicatin Information System
GDP	Gross domestic product
GIF	Geospatial Integrated Framework
GSGF	Global Statistical Geospatial Framework
HCD	Human Capacity Development
HH	Households
HRM	Human Resource Management
ICT	Information and Communications Technology
IIF	Integrated Indicator Framework
IMF	International Monetary Fund
ISIC	International Standard Industrial Classification
IT	Information Technology
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSDS	National Strategy for the Development of Statistics
NSOs	National Statistics Offices
NSS	National Statistics System
PAIA	Promotion of Access to Information Act
PAPI	Paper-Assisted Personal Interview
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PFMA	Public Finance Management Act
POPI	Protection of Personal Information
SA	South Africa
SDDS	Special Data Dissemination Standard

SDGs	Sustainable Development Goals
SEEA	System of Environmental Economic Accounting
SG	Statistician-General
SIC	Standard Industrial Classification
SNA	System of National Accounts
SANSS	South African National Statistics System
SASQAF	South African Statistical Quality Assessment Framework
SOOD	Strategy, Operations and Organisational Development
SOS	Staff Opinion Survey
Stats SA	Statistics South Africa
SSI	Statistical Support and Informatics
SVC	Statistical value chain
TFR	Total Fertility Rate
TIDs	Technical Indicator Descriptions
UN	United Nations
UNCS	United Nations Commission for Statistics
UNFPOS	United Nations Fundamental Principles of Official Statistics
USS	User Satisfaction Survey
WP	Work Programme